# UNITED STATES MARINE CORPS
II MARINE EXPEDITIONARY FORCE
PSC BOX 20080
CAMP LEJEUNE, NC 28542-0080

IN REPLY REFER TO:
II MEFO 3500
G-3
22 Mar 2017

II MARINE EXPEDITIONARY FORCE ORDER 3500

From: Commanding General
To:   II Marine Expeditionary Force (II MEF)

Subj: II MARINE EXPEDITIONARY FORCE TACTICAL STANDING OPERATING
      PROCEDURE (SHORT TITLE: II MEF TACSOP)

Ref:  (a) FRAGO 01/2016, Advance to Contact
      (b) II Marine Expeditionary Force Order 5000.2
      (c) MCDP 5, Planning
      (d) MCWP 5-1, Marine Corps Planning Process (MCPP), Aug 2010
      (e) JP 5-0, Joint Operational Planning
      (f) Joint Warfighting Center, Joint Doctrine Series, Pamphlet 10, 20
          September 2010
      (g) MARADMIN 007/11, Jan 2011, Mandating the Corps-Wide use of Secure
          Personnel Accountability (SPA) System for Operational Deployment
      (h) MCO 1650.19J, Administration and Issue Procedures for Decorations,
          Medals, and Awards, 5 Feb 2001
      (i) DoD Directive 2310.01E, DoD Detainee Program, Aug 2014
      (j) Intelligence Community Directive (ICD) 704- Personnel Security
          Standard and Procedures Governing Eligibility for Access to
          Sensitive Compartmented Information
      (k) Intelligence Community Directive (ICD)-705 – Sensitive
          Compartmented Information Facilities
      (l) JP 2-03 Geospatial Intelligence Support to Joint Operations
      (m) MCWP 3-40.1, Marine Air-Ground Task Force (MAGTF) Command and
          Control (C2)
      (n) II MEFO P3120.5C, Force Deployment Planning & Execution (FDP&E)
          Standing Operating Procedures (SOP) Oct 2013
      (o) DODI 3020.45, Volume 1, Defense Critical Infrastructure Program
          (DCIP): DoD Mission-Based Critical Asset Identification Process
          (CAIP), Oct 24, 2000
      (p) JP 3-07.2 - Antiterrorism, Mar 14, 2014
      (q) NAVMC 3500.103, Marine Corps Antiterrorism Manual, Oct 2010
      (r) II MEFO 3302, II Marine Expeditionary Force Mission Assurance (MA)
          Order, Apr 2015
      (s) MCO 3058.1, Marine Corps Mission Assurance
      (t) MCO 3302.1E, Marine Corps Anti-Terrorism Program
      (u) MCWP 3-37.2A, Multiservice Tactics, Techniques, and Procedures for
          Nuclear, Biological, and Chemical Protection
      (v) CJCSM 3122.02D, Joint Operations Planning and Execution Systems
          (JOPES) Volume III. Crisis Action Time-Phased Force and Deployment
          Data Development and Deployment Execution, Mar 2011
      (w) MSTP Pamphlet 3-0.2
      (x) JP 3-60, Joint Targeting, January 2013
      (y) JP 3-09, Joint Fire Support, Jun 2001

(z) MCWP 3-43.3, Marine Air-Ground Task Force (MAGTF) Fires, December 2002 (Counter Fires)

(aa) MCWP 3-16, Fire Support Coordination in the Ground Combat Element, Nov 2001

(ab) MCWP 3-31.6 Supporting Arms Coordination in Amphibious Operations May 2004

(ac) MCWP 3-2, Aviation Operations, May 2000

(ad) MCWP 3-25.4, Marine Tactical Air Control Center Handbook, May 2008

(ae) JP 3-13, Information Operations, Nov 2012

(af) MCWP 3-40.5, Electronic Warfare, Sep 2002

(ag) JP 6-01 Joint Electromagnetic Spectrum Management Operations, Mar 2012

(ah) MCWP 5-11.1, MAGTF Aviation Planning

(ai) JP 4-10, Operational Contract Support, Jul 2014

(aj) CJCSM 6231.01D, Joint Systems Management, Jan 2010

(ak) MCWP 3-33.1, Marine Air-Ground Task Force Civil-Military Operations, Sep 2011

(al) DODINST 5512.5, Principles for News Media Coverage of DOD Operations, Sep 2008

(am) SECNAVINST 5720.44B, Public Affairs Policy and Regulations, Feb 2012

(an) JP 3-61, Doctrine for Public Affairs in Joint Operations, May 2005

(ao) NAVMC 3500.54B w/ch1, Command and Control (C2) Training and Readiness (T&R) Manual, 23 August 2011

(ap) JP 6-02, Joint Doctrine for Employment of Operational/Tactical C4 Systems, Oct 1996

(aq) MCO 5230.21, Information Technology Portfolio Management, Oct 2012

(ar) MCWP 3-40.2, Information Management, June 2014

(as) SECNAV M-5210.1, Department of the Navy Records Management, November 2007

(at) MCO 3300.4, Marine Corps Law of War Program, Oct 2003

(au) MARADMIN 416/12, PROVISION OF LEGAL SERVICES SUPPORT, Aug 2012

(av) DoD Instruction 5525.11, Criminal Jurisdiction Over Civilians Employed By or Accompanying the Armed Forces Outside the United States, Certain Service Members, and Former Service Members, Mar 2005

(aw) DoD Directive 2311.01E, DoD Law of War Program, Feb 2011

(ax) *II MEF and 2dMEB Standing Operating Procedures (SOP) for Amphibious Operations, Chapter 15: Detainee Operations (Draft)*

(ay) JAGINST 5800.7F (JAGMAN), 26 Jul 2012

(az) DOD Instruction, 6055.7, Jun 2011, Accident Investigation, Reporting, and Record Keeping

(ba) UCMJ, Articles 22 (a) (5)

(bb) MCO P5800.16A, Marine Corps Manual for Legal Administration (Short Title: LEGADMINMAN), Aug 1999

(bc) MARADMIN 175/05, SEXUAL ASSAULT PREVENTION AND RESPONSE PROGRAM DEPARTMENT OF DEFENSE (DOD) UPDATES

(bd) SECNAVINST 1752.4B, SEXUAL ASSAULT PREVENTION AND RESPONSE, Aug 2013

(be) MCO 1752.5B, SEXUAL ASSAULT PREVENTION AND RESPONSE (SAPR) PROGRAM, Mar 2013

(bf) DoDD 2311.01E, DoD Law of War Program, 22 Feb 2011

(bg) *National Defense Authorization Act (NDAA) FY13*

(bh) AFARS, Subpart 5101.1 - 5153.9009, Oct 2001, *Army Federal Acquisition Supplement*

(bi) AR 25-1, Jun 2004, *Army Knowledge Management and Information Technology Management*

(bj) AR 415-15, Oct 1999, *Army Military Construction Program Development and Execution*

(bk) AR 700-37, Dec 1985, *Logistics Civil Augmentation Program (LOGCAP)*

(bl) AR 70-1, Dec 2003, *Army Acquisition Policy*

(bm) AR 715-9, Oct 1999, *Contractors Accompanying the Force*

(bn) ARS Part 1.00 - 53.303, Nov 2006, *Federal Acquisition Regulation System*

(bo) DA Pam 70-3, Jul 1999, *Army Acquisition Procedures*

(bp) DFARS Subpart 201.1 - 253.215, Dec 2006, *Defense Federal Acquisition Regulation Supplement*

(bq) DOD Directive 5000.1, May 2003, *The Defense Acquisition System*

(br) FM 3-100.21, Jan 2003, *Contractors on the Battlefield*

(bs) SECNAVINST 1730.7D, Religious Ministry Support Within the Department of the Navy, Aug 2008

(bt) MCO 1730.6E, Command Religious Programs in the Marine Corps, Jun 2012

(bu) MEFO 1730.1A, Standing Operating Procedures for Religious Ministry Support Within II Marine Expeditionary Force, Apr 2014

(bv) SECNAVINST 5351.1, Professional Naval Chaplaincy, Apr 2011

(bw) OPNAVINST 1730.1E, Religious Ministry in the Navy, Apr 2012

(bx) SECNAVINST 1730.8B, Accommodation of Religious Practices, Oct 2008

(by) SECNAVINST 1730.9, Confidential Communications to Navy Chaplains, Feb 2008

(bz) SECNAVINST 1730.10, Chaplain Advisement and Liaison, Jan 2009

(ca) MILPERSMAN 1730-010, Use of Lay Leaders in Religious Services, Aug 2006

(cb) II MEF RMT NCMST Business Rules

(cc) MCRP 6-12A, Religious Ministry Team Handbook, May 2013

(cd) JP 4-02, Health Support to Joint Operations, Jul 2012

(ce) MCRP 4-11.1G, Patient Movement, Edition May 2007

(cf) NAVMC 4000.2, Marine Corps Class VIII Management Handbook, Jul 2013

(cg) MCO 6700.5A, Medical and Dental (Class VIII) Materiel Support of the Marine Operational Forces, Apr 2013

(ch) IIMEFO 4400.3D, Class VIII Management Policies and Procedures, Mar 2015

(ci) MCWP 4-11.1, Health Service Support Operations, Dec 2012

(cj) MCRP 4-11.1E, HSS Field Reference Guide, Dec 2012

(ck) NWP 4-02, Naval Expeditionary Health Service Support Ashore and Afloat, Jan 2008

(cl) TM 8-277-12, NAVMED P-6530, Technical Manual, Armed Services Blood, Joint Blood Program Handbook, Dec 2011

(cm) MCRP 5-1B, JTF LNO Integration, January 2003

(cn) JP 3-33, Joint Task Force Headquarters, 30 July 2012

(co) Joint Staff J-7 JTF SOP, https://jdeis.js.mil/jel/jtfguide/sop_index.htm

(cp) JP 3-16, Multinational Operations, 16 July 2013

1. Situation

   a. <u>References</u>. References (a) and (b) are the primary sources of information and guidance relative to the II MEF mission, organization and operation of the Command Element (CE). References (c) through (cl) guide the execution of the CE in the execution of its collective mission to support the Commanding General (CG) as a Corps level/Joint Task Force (JTF) headquarters.

This Order will amplify and clarify existing doctrine and accepted practices delineated in the references.

    b.   II MEF Directives Relationship.  Reference (b) is the foundational document, which facilitates the actualization of the Commanding General's intent through authorized staff actions.  It, along with other MEF directives, laid the foundation for staff action in a deployed environment.

    c.   Purpose.  The II MEF TACSOP is published to establish and provide a common understanding of the operation of the MEF during combat operations across the range of military operations.  In short it is to increase proper staff coordination to ensure the end state is met.

2.   Cancellation.  No previous MEF Order exists.

3.   Mission.  This Order publishes procedures, processes, and amplifying guidance in order to guide efficient and effective staff actions in support of the CG while deployed as a Corps or JTF command in support of operations, across the Range of Military Operations (ROMO).

4.   Execution.  This Order contains amplifying guidance found in reference (b), and is a response to changes contained within reference (a).  This TACSOP includes organizational and procedural changes from garrison operations; changes necessary to facilitate II MEF CE being capable of serving as a Corps/JTF CE for operations across the ROMO.  All II MEF and 2d Marine Expeditionary Brigade (2d MEB) staff should review it in its entirety to ensure proper coordination between staff sections and to properly guide their staff sections, prior to and during future deployments.

5.   Administration and Logistics.  Members of the staff may recommend changes to this Order.  Members recommending changes should submit them to the Assistant Chief of Staff (AC/S) G-3, Current Operations Officer (COPSO).

6.   Command and Signal

    a.   Command.  This Order is applicable to II MEF CE, 2d MEB CE and II MEF Headquarters Group (MHG).

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

W. LEE MILLER, JR.
Major General, USMC
Commanding General

Distribution A:  Approved for public release, distribution is unlimited.

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USER SUGGESTION FORM

From:

To:    II MEF, Deputy Current Operations Officer

Subj:  RECOMMENDATIONS CONCERNING THE *II MEF TACSOP*

1.  In accordance with the Forward to the *II MEF TACSOP*, which invites individuals to submit suggestions concerning this document directly to the above addressee, the following unclassified recommendation is forwarded:

| Page | Article/Paragraph No. | Line No. | Figure/Table No. |
|------|----------------------|----------|------------------|
|      |                      |          |                  |

Nature of Changes    ☐ Add    ☐ Delete ☐ Change ☐ Correct

2.  Proposed New Verbatim Text:  (Verbatim and doubled-spaced; continue on additional pages as necessary).

3.  Justification/Source:  (need not be double-spaced).

Note:  Only one recommendation per page.

| II MEF TACTICAL STANDING OPERATING PROCEDURE (SOP) RECORD OF CHANGES | | | |
|---|---|---|---|
| CHANGE NUMBER | DATE OF CHANGE | SUMMARY OF CHANGE | ENTERED BY |
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<u>OVERVIEW</u>.  Chapters 1-3 are distinct from Chapter 6 (Operations and Plans which falls under the staff purview of the Assistant Chief of Staff (AC/S) G-3), because these activities span the entire staff.  As stated in reference (c), planning is the art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing it about.  This document establishes the standards for how II MEF deliberately plans, and describes the processes that enable MEF leaders to make informed, responsive, and effective decisions.   .

1.  The Joint Operational Planning Process (JOPP) and the Marine Corps Planning Process (MCPP) help commanders and staffs translate the CG's vision into an Operations Order (OPORD) that synchronizes the actions of the force in time, space, and purpose to accomplish missions.  II MEF will primarily follow the planning organization and process articulated in reference (d), but will utilize the JOPP found in reference (e) when the MEF is planning with a Component Command, Combatant Command, or Joint Task Force (JTF).

2.  General Mattis, as Commander Joint Forces Command, described design methodology in reference (f) as, "Design does not replace planning, but planning is incomplete without design.  The balance between the two varies from operation to operation as well as within each operation.  Operational design must help the commander provide enough structure to an ill-structured problem so that planning can lead to effective action toward objectives.   · Executed correctly, the two processes always are complementary, overlapping, synergistic, and continuous".

    a.  Design methodology helps commanders and staffs with the conceptual aspects of planning.  These aspects include understanding, visualizing, and describing operations.  One of the challenges in applying design methodology is recognizing the situations and problem sets where it is appropriate.  Ill-structured or complex problem sets are areas where design is highly useful.

    b.  It is important to recognize that design is not intended to be conducted in isolation of detailed planning.  Separating design from detailed planning could lead to insights or solutions that are not actionable, or to execution of detailed plans that solve the wrong problems.  Figure 1-1 depicts the fundamentals of design methodology.  Note: Although MCPP places design inside problem framing, the operational planning team (OPT) lead will determine whether design is required for a plan.

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## Chapter 1 - PLANNING

**Frame an operational environment**

**Current state**

What is going on? Understand the current conditions of the operational environment.

**Desired end state**

What should the environment look like? Visualize desired conditions of the operational environment.

**Frame the problem**

What are the obstacles impeding progress toward the desired end state?

**Develop an operational approach**

What broad general actions will resolve the problem?

**Develop the plan**

Using JOPP/MCPP

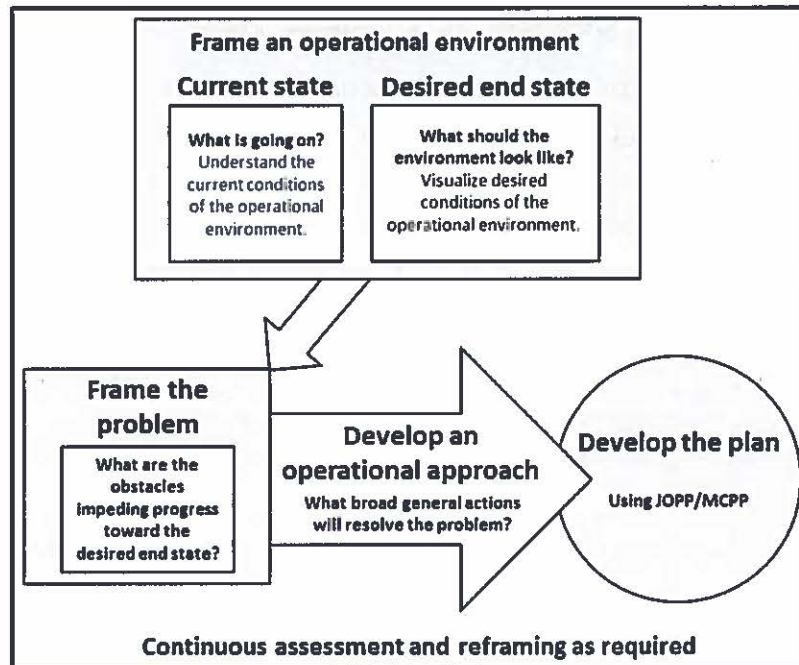**Continuous assessment and reframing as required**

Figure 1-1: Design Methodology

1001.  PLANNING RESPONSIBILITIES AND HORIZONS

1.  Planning Responsibilities

    a.  G-3 Plans.  The G-3 Plans division establishes the OPT and develops plans to include such elements as; development of an operational approach, areas affecting allocation of resources, task organization, and scheme of maneuver.  The G-3 Plans Officer gains CG approval of outline plans and concepts and then either continues development of an OPORD, or transitions outline plans and concepts to Future Operations (FOPS) for detailed planning.  The G-3 Plans Officer continues to plan for sequels, the next phase(s) of an operation, and future operations.

    b.  G-3 FOPS.  G-3 FOPS refines and modifies a II MEF OPORD (outline plan) through detailed planning based on the current situation.  FOPS will then develop and write fragmentary orders (FRAGOs) and transition responsibility to G-3 Current Operations (COPS) for execution and command and control (C2).  Also, G-3 FOPS will develop branch plans within the current phase of an ongoing operation.

    c.  G-3 COPS.  G-3 COPS issues all warning orders (WARNOs) and FRAGOs. G-3 COPS monitors, evaluates, directs, and controls the execution of orders. As required, G-3 COPS gathers relevant personnel and conducts hasty planning, known as Rapid Response Planning Process (R2P2), to develop FRAGOs (verbal followed by official) in response to time-sensitive issues.  Within the MEF COC, R2P2 is accomplished through execution of the Crisis Action Team (CAT).

    d.  MSC/Es.  Following receipt of a MEF Order (OPORD, FRAGO, WARNO), and prior to mission execution, a back brief will be provided to the MEF CG and staff to ensure understanding and synchronization between staffs.

2.  Planning Horizons.  Delineating the temporal relationships between the G-3 Plans, G-3 FOPS, and G-3 COPS is essential for successful II MEF operations.  Figure 1-2 depicts the doctrinal relationship between Plans,

FOPS, and COPS. The temporal separation between planning horizons is ultimately dependent on the situation and requires AC/S G-3 direction to ensure proper synchronization.

## II MEF G-3 Planning Responsibilities and Horizons
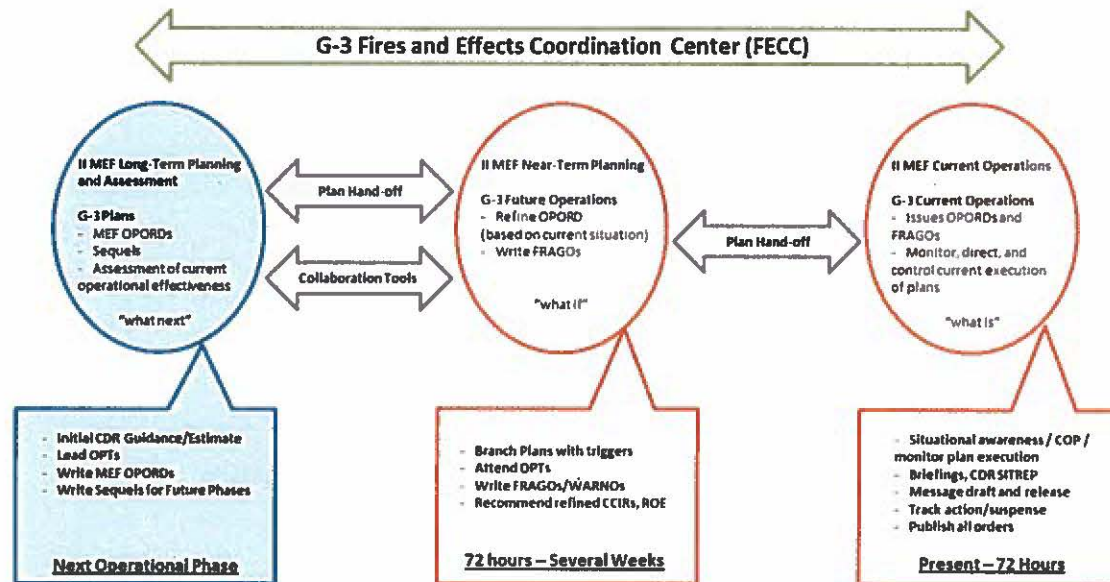


Figure 1-2: II MEF Plans Transitions Framework

1002. <u>OPERATIONAL PLANNING TEAMS (OPTs)</u>. The OPT is a temporarily established task-organized planning team that develops operational and tactical planning requirements in support of CG II MEF. The OPT is the primary tool used by the II MEF staff to transform the CG's vision into an executable plan through the production of an OPORD.

1. The full OPT is organized and supervised by the G-3 Plans Officer who will designate a lead planner for the OPT. The OPT organization is dependent on the planning mission requirements, but the core OPT will include members from the MEF principal and special staffs, representatives from Major Subordinate Commands and Major Subordinate Elements (MSC/Es), and other organizations that are under command of the MEF for the operation. Additional OPT membership can include representation from: adjacent units, the joint community, special operations forces (SOF), coalition, interagency, and non-governmental organizations. Ultimately, an effective OPT harnesses the talents of a diverse staff and creates a complete and executable OPORD.

2. The OPT does not and cannot plan in a vacuum. Figure 1-3 depicts the interaction between OPTs, working groups, and the principal staff. The two-way arrows represent the flow of information as OPTs request and receive support from the numerous working groups. As the OPT works its way through the planning process it provides planning updates to multiple working groups, receiving cross-functional expertise in the form of analysis, guidance, and staff estimates.
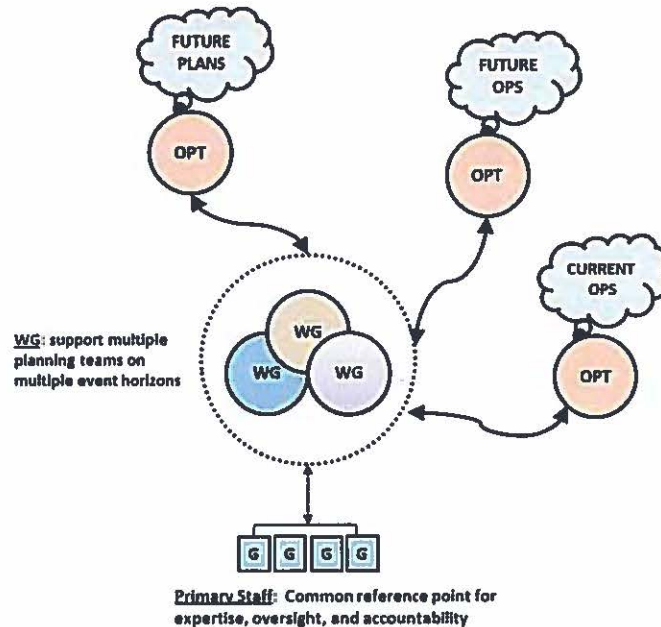
**WG: support multiple planning teams on multiple event horizons**

**Primary Staff: Common reference point for expertise, oversight, and accountability**

Figure 1-3:  Working Group to OPT Relationship

**1003.  OPT MEMBER RESPONSIBILITIES**

1.  Staff estimates.  When participating in an OPT, representatives will provide necessary inputs in their functional/organizational areas and assist the OPT leader in preparing required briefings.  The key product members will be required to develop and update throughout the planning process is the staff estimate of their specific functional/organizational area.  A standardized staff estimate product will be used across the MEF staff.  *Staff estimates are critical and relevant throughout the entire planning process. They are essential to the development of the OPORD, annexes, and appendices.*

2.  Specific tasks for OPT members.  Attendance and continuity of members at all meetings and events is critical.  Equally critical is the dissemination of information and feedback from the OPT to the principal and special staff officers, and MSC/MSE commanders.  OPT members must come to planning sessions with an in-depth understanding of MCPP and knowledge of or ability to ascertain the capabilities, capacities, gaps, and limitations of their respective sections/organizations.  This would include such areas as: employment considerations, task organization, personnel status, and major equipment densities.

**1004.  RAPID RESPONSE PLANNING/CRISIS ACTION TEAM (CAT)**

1.  Rapid response planning is an abbreviated version of the Marine Corps Planning Process.  It requires the precise integration of integrated planning cells, SOPs, intelligence, and information management.  It provides the CG with the means to plan and implement courses of action in a time sensitive environment when the planning horizon precludes convening a full scale OPT not possible.  Situations that may require rapid planning include, but are not limited to, troops in contact, mass casualties, disasters, downed pilot or aircraft, personnel recovery or terrorist attacks.  R2P2 is conducted using the MEF Crisis Action Team (CAT).  A modified R2P2 Planning Matrix can be found in Figure 1-5.  During amphibious operations, members of the

Expeditionary Strike Group (ESG) staff would be integrated into the MEF and or MEB staff afloat.

**MARINE CORPS PLANNING PROCESS**

| PROBLEM FRAMING |
| COA DEVELOPMENT |
| COA WARGAME |
| COA COMPARISON AND DECISION |
| ORDERS DEVELOPMENT |
| TRANSITION |

**RAPID RESPONSE PLANNING PROCESS** | **TIMELINE**

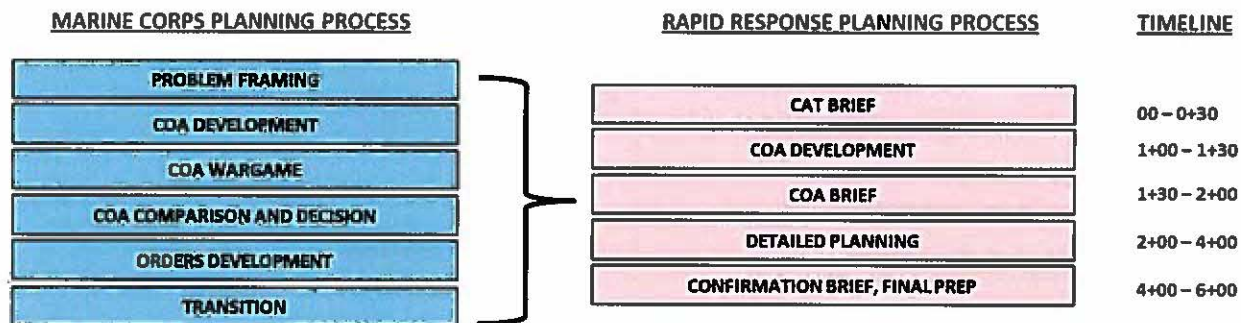| CAT BRIEF | 00 – 0+30 |
| COA DEVELOPMENT | 1+00 – 1+30 |
| COA BRIEF | 1+30 – 2+00 |
| DETAILED PLANNING | 2+00 – 4+00 |
| CONFIRMATION BRIEF, FINAL PREP | 4+00 – 6+00 |

Figure 1-5:   Crisis Action Team Process

2.   The goal of rapid response planning is to provide the CG the ability to achieve an operational tempo (OPTEMPO) greater than the enemy, allowing him to rapidly manage or change an evolving situation with a dedicated team of planners and SMEs.   The essential goal of the rapid response planning is to quickly develop viable COAs for the CG to act upon in order to bring about a quick resolution to the situation.

3.   The rapid response process consists of a core and core-plus members.   The composition is determined by the nature of the situation and may include additional SMEs at the direction of the Chief of Staff, AC/S G-3, and/or COPSO/Deputy COPSO.

    a.   The CAT forms when the COPSO recommends to the AC/S G-3 that a situation exists that may require the expeditious employment of MAGTF assets.

    b.   Upon concurrence by the AC/S G-3, the COPSO directs the Senior Watch Officer (SWO) to announce the convening of the CAT to conduct rapid response planning.   The SWO makes the appropriate announcement, to include whether the core or the enhanced CAT will be formed.

    c.   Following the announcement by the SWO, the members of the CAT report to the Deputy COPSO for immediate planning guidance.   The CAT commences planning using the Marine Corps Planning Process, modified for the situation and time constraints available.

    d.   The CAT is chaired by the Deputy COPSO, who receives guidance from the COPSO.   The COPSO receives guidance and decisions from the CG, Deputy Commanding General (DCG), Chief of Staff and AC/S G-3.

| Crisis Action Team Core | Crisis Action Team Core-plus |
| --- | --- |
| Deputy Current Operations Officer (OPT Lead) | All CAT Core Members |
| G-3 COPS Rep | Information Management Office Rep |
| G-3 FOPS Rep | Staff Judge Advocate Rep |
| G-1 Rep | Public Affairs Rep |

| Crisis Action Team Core | Crisis Action Team Core-plus |
|---|---|
| G-2 Rep | TMCC OIC |
| G-3 FECC Rep | Health Services Support Rep |
| G-4 Rep | MSC/E LNOs |
| G-6 Rep | Other SMEs as required |

Table 1-1:  Crisis Action Team Assignments

4. __CAT Equipment Requirements__:  The G-3 Current Operations Chief is responsible for ensuring the following equipment is available for CAT use at all times:

    a.  Two (2) 4x6 white boards.

    b.  Two (2) sets of dry eraser markers and erasers.

    c.  Map products as required.

    d.  One (1) Computer with CPOF & MAKO.

    e.  One (1) Color printer.

    f.  One (1) Color plotter.

5. __Crisis Action Planning__

    a.  Upon receipt of a mission or Warning Order and upon the direction of the COPSO, the CAT will be notified and form for planning.

    b.  The CAT will receive an initial orientation brief that includes a review of the mission, weather, enemy and friendly situation as well as an assessment of higher, adjacent, subordinate, and supporting asset availability.

        (1) Direction will be provided to aid in determining what outputs and products will be required from the CAT, and,

        (2) Development of a timeline for product submission and briefing.

    c.  Concurrent planning begins.

        (1) Problem Framing.  Consists of the following outputs:

            (a) Restated mission statement.

            (b) Commanders Initial Planning Guidance.

            (c) Specified / implied / essential tasks.

            (d) Branches / sequels.

            (e) Rules of Engagement.

            (f) Limitations (constraints / restraints).

            (g) Shortfalls.

            (h) Mission clarification.

            (i) Information requirements.

(2) COA Development consists of the following output to the COPSO, G-3 and Command Group:

(a) COAs written and graphics developed.

(b) Each response force commander prepares their actions in the objective area plan.

(c) Air support requirements are identified and requested as required.

(d) MSE staff estimates are submitted including risk benefit analysis for each COA (this forms the basis for the FRAGO to be developed and transmitted to MSC/Es from the COC floor).

(e) Commander's wargaming guidance and evaluation criteria are identified.

(3) COA Comparison and Decision products consist of:

(a) War game results if conducted.

(b) Warning Orders (WARNORDS) issued.

(c) CONOPS approved.

(d) Execution matrix developed.

(e) Staff estimates are refined.

(f) Branches and sequels are developed.

(g) CCIRs are updated.

(4) Orders Development consists of the following outputs:

(a) Mission timeline is established and published.

(b) Graphic overlays are completed and published.

(c) Fire support plan is finalized and published.

(d) Communications plan is finalized and published.

(e) Execution checklist is finalized and published.

(f) CONOPS message is developed and sent to higher headquarters.

(g) Charts and brief are completed for the confirmation brief.

(h) Deputy COPSO leads FRAGO development.

(5) Transition consists of the following outputs:

(a) Confirmation brief and issuance of the FRAGO.

(b) Understanding of the mission by the Command Group, Battle Staff, SWO, and MSC/Es.

d.  COC Execution Considerations

(1) The SWO will ensure all COC personnel are aware of the selected COA and any modifications made during COA comparison.

(2) The SWO will also ensure all COC personnel are familiar with the mission and the published FRAGO directing execution of the mission.

(3) Individual watch standers will ensure they are familiar with their role in the mission and will ensure their role in it is briefed during shift changes.

1005. BOARDS, BUREAUS, CENTERS, CELLS, AND WORKING GROUPS (B2C2WGs).
B2C2WGs compose the majority of the MEF's Battle Rhythm and are venues
through which the cross-functional expertise of the staff are brought to bear
on the planning and execution problems being addressed by the CG. B2C2WGs
increase cross-functional integration and improve staff support to the CG.
B2C2WGs must be managed to ensure maintenance of available white space,
effective use of resources, flexibility, and manning constraints. Boards are
traditionally chaired by staff principals and include action officers from
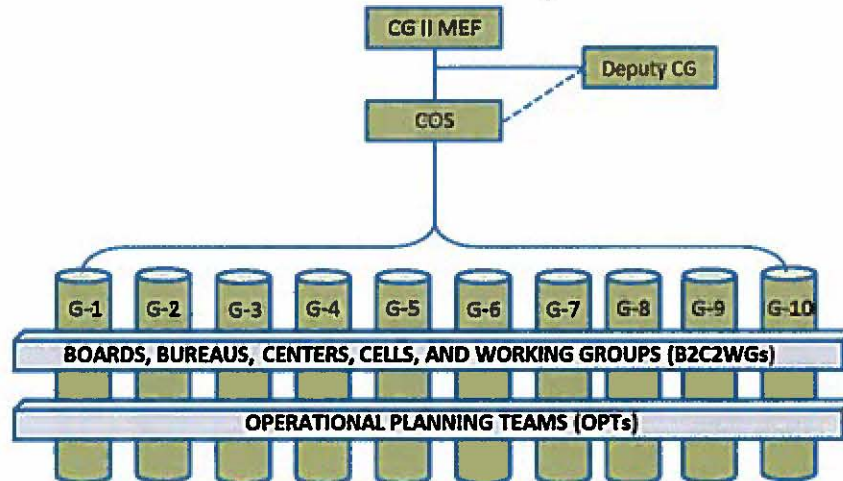the warfighting functions. Figure 1-4 depicts the hierarchy of B2C2WGs to
OPTs.

Figure 1-4: OPT to B2C2WG Relationship

1006. PLANNING FRAMEWORK

1. JOPP and MCPP provide a similar disciplined approach to problem solving.
JOPP is joint planning methodology that provides an orderly, analytical
process, which consists of a set of logical steps to examine a mission;
develop, analyze, and compare alternative COAs; select the best COA; and
produce a plan or order. Operational design provides an iterative process
that allows for the commander's vision and mastery of operational art to help
planners answer ends-ways-means-risk questions and appropriately structure
operations and campaigns. Operational art and the application of operational
design provide the conceptual basis for structuring campaigns and operation.
As discussed in paragraph 1000.2.b. the OPT lead can make design a deliberate
activity separate from the planning process based on circumstances.

2. MCPP is a top-down planning, single-battle concept, and integrated
planning process to support the Marine Corps Concept of maneuver warfare. To
the greatest extent possible, II MEF will adhere to the six steps of MCPP as
described in reference (d) and depicted in Figure 1-5. Reference (f)
describes design as "a methodology for applying critical and creative
thinking to understand, visualize, and describe complex, ill-structured
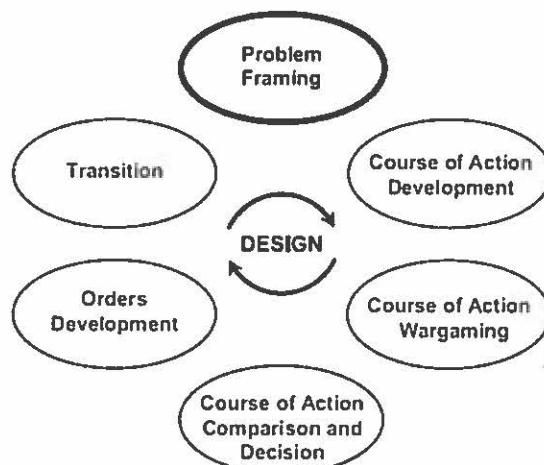problems and develop approaches to solve them."

Figure 1-5:  The Six Steps of MCPP

a.  Step One:  Problem Framing.  Problem Framing enhances the understanding of the operational environment and the nature of the problem. **The decision to utilize design methodology during problem framing is at the discretion of the OPT lead.**  Problem Framing typically concludes with a Problem Framing brief that provides a holistic understanding of what the mission may require.  At a minimum, the Problem Framing brief will include the following:

(1) Title.

(2) Purpose and Agenda.

(3) Intelligence Preparation of the Battlefield (IPB) Products, (Area of Operation/Area of Influence (AO/AI), Weather, Terrain, Doctrinal Template (DOCTEMP), Situational Template (SITEMP), Capabilities, Enemy Courses of Action (ECOAs)).

(4) Higher Mission and Intent.

(5) Higher Concept of Operations.

(6) Draft Command Relationships.

(7) CG Problem Framing Guidance.

(8) Framing the Problem.

(9) Center of Gravity (COG) Analysis (Enemy and Friendly - COG, Critical Capability (CC), Critical Requirements (CR), Critical Vulnerability (CV)).

(10) Initial Objectives and Effects.

(11) Enemy Most Likely Course of Action and Most Dangerous Course of Action.

(12) Forces Available.

(13) Facts.

(14) Assumptions.

(15) Limitations.

(16) Task Analysis (Specified, Implied, and Essential).

(17) Resource Shortfalls.

(18) RFIs.

(19) Risk.

(20) Recommended CCIRs.

(21) Recommended Mission and Intent (Purpose, Method, End State).

(22) Way Ahead.

(23) Guidance.

b. Step Two: Course of Action (COA) Development. COA Development requires full participation of the OPT. The Lead Planner will ensure that a sketch and short narrative are created, and that the OPT is prepared to conduct the COA Development Brief to the CG. At the conclusion of the briefing the CG will accept, reject, or modify each or all COAs and provide additional guidance for the execution of steps three and four.

(1) Title.

(2) Purpose and Agenda.

(3) CG's COA Development Guidance.

(4) Refined IPB Products (AO/AI, Weather, Terrain, DOCTEMP, SITEMP, Capabilities, ECOAs).

(5) Review of the Problem.

(6) COGs (Enemy and Friendly).

(7) Higher Mission and Intent.

(8) Higher Concept of Operations.

(9) MEF Mission and Intent.

(10) Command Relationships.

(11) COA(s):

(a) Key Assumptions and Planning Considerations.

(b) Limitations and Shortfalls.

(c) Overall Narrative and Sketch (All Phases).

(d) Enemy COG (If different from other COAs).

(e) Enemy Course of Action (ECOA).

(f) Battlespace Framework.

(g) Forces Required.

(h) Phases(s) Narrative and Sketch.

(i) + Task Organization.

(j) + Timeline.

(k) Concept of Intelligence.

(l) Concept of Fires.

(m) Concept of Sustainment.

(n) Concept of Medical Support.

(o) Concept of Communications.

(12) Commander's Critical Information Requirements (CCIRs).

(13) Risk.

(14) Review of the Operational Approach.

(15) Way Ahead.

(16) Guidance.

c. <u>Steps Three and Four: COA Wargaming and COA Comparison and Decision</u>. Steps three and four are usually combined as they complement each other, but it is within doctrine for there to be a brief for each step. The design and execution of the wargame will be based on CG's guidance and it is typically executed using the action, reaction, and counteraction method of friendly and enemy force interaction. The full OPT conducts the wargame, which is led by the G-3 Plans Officer. Primary staff and MSCs/MSEs will be represented and could include the CG and his subordinate commanders. Wargaming results in refined COAs, a completed decision synchronization matrix (DSM), and a decision support template (DST) for each COA. A DSM records the results of the wargame. It depicts how friendly forces for a particular COA are synchronized in time, space, and purpose in relation to an enemy COA and/or other events. The DST portrays key decisions and potential actions that may arise during the execution of each COA. Additionally, a Correlation of Forces and Means (COFMS) analysis of actions on each objective, by phase, will be produced to inform future branch planning as well as critical decisions and resource allocation as the operation progresses. The wargame will provide an analytical comparison of each of the COAs and will identify a recommended COA to the CG. The outcome of the COA Decision Brief is a CG decision to execute a specific COA. The COA Decision Brief to the CG includes (at a minimum):

(1) Title.

(2) Purpose and Agenda.

(3) Higher Mission and Intent.

(4) Higher Concept of Operations.

(5) MEF Mission and Intent.

(6) Updated Assumptions.

(7) Enemy Most Likely Course of Action (MLCOA) Review.

(8) Forces Required.

(9) COA(s):

(a) Task Organization.

(b) Narrative and Sketch.

(c) Wargame Results.

(d) Risk.

(e) Strengths and Weaknesses.

(10) COA Comparison and COA Recommendation.

(11) Guidance.

d. <u>Step Five: Orders Development</u>. Once the CG decides on a COA, the staff completes the plan and continues orders production to include the base

order and assigned annexes. The OPT simultaneously develops the OPORD brief for approval by the CG, which includes:

(1) Title.

(2) Purpose and Agenda.

(3) Refined IPB Products (AO/AI, Weather, Terrain, DOCTEMP, SITEMP, Capabilities, ECOAs).

(4) Higher Mission and Intent.

(5) Higher Concept of Operations.

(6) MEF Mission and Intent.

(7) Operational Design.

(8) Task Organization.

(9) Overall Concept of Operations.

(10) CONOPS by Phase.

(11) Coordinating Instructions.

(12) Concepts of Support by WFF.

(13) Decision Support Template.

(14) CCIRs.

(15) Risk.

(16) Timeline.

(17) Guidance.

(18) Annexes. Detailed instructions on planning formats, as well as planning tools by Warfighting Function, are included as annexes to the base plan. Annexes are subject to continuous review and updating.

(19) Templates. The G-3 Plans maintains a library of templates on the II MEF G-3 Plans portal on both the non-secure internet protocol router (NIPR) and secure internet protocol router (SIPR) networks. This includes the problem framing, course of action, and OPORD briefs, as well as OPORD and Annex templates.

e. Step Six: Transition. Transition from G-3 Plans to G-3 FOPS to G-3 COPS begins with the standup of the OPT. Representatives from G-3 FOPS and G-3 COPS will be members of the OPT, and will provide updates to their personnel throughout the planning process. Transition of responsibility from G-3 Plans to G-3 FOPS (or COPS, depending on the mission) occurs after the MEF OPORD is briefed. The process of transition within the G-3 from FOPS to COPS is conditions-based and conducted in an operations brief between the two sections. The timing of the FOPS to COPS transition requires careful consideration. It must allow enough time for members of COPS to understand the plan well enough to coordinate and synchronize its execution. Ideally, COPS has visibility on the OPORD prior to it being briefed to understand the upcoming operation as well as identify friction points and issues to solve prior to its execution. The FOPS transition briefing to COPS is a mission briefing that generally follows the five-paragraph operation order format found in reference (1), Appendix K. The transition of the plan will include briefs, rehearsal of concept (ROC) drills, and other actions that ensure proper dissemination.

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# Chapter 2 – Future Plans

2000.  <u>OVERVIEW</u>.  The G-3 Plans department is the principal staff entity responsible for long-range planning (next phase or future), joint planning, conceptual work, policy analysis, and any additional information required by the CG to aid his ability to make decisions and provide guidance.  The G-3 Plans department focuses on new and emerging operations and requirements, or the next phase of the current operation.  The G-3 Plans department also facilitates operational assessments through the Assessments Working Group (AWG).

1.  The G-3 Plans department is composed of 0505 MAGTF Planners, a Red Team, and a Maritime Prepositioning Force (MPF) officer.  Together, these capabilities provide the CG with holistic staff analysis products to develop his understanding of future operations and accompanying risk.

    a.  The G-3 Plans department incorporates expertise of school-trained military planners (from the School of Advanced Warfighting (SAW), School of Advanced Military Studies (SAMS), and Maritime Advanced Warfighting School (MAWS)).  The G-3 Plans department also incorporates enlisted 0511 Marine Air-Ground Task Force (MAGTF) planners in order to utilize the Joint Operation Planning and Execution System (JOPES).

    b.  The Red Team incorporates graduates of the U.S. Army's Red Team Academy.

    c.  The MPF officer leverages subject matter experts that direct link to the systems and personnel that manage the global array of prepositioned equipment.

2.  Together, the unique capabilities of the G-3 Plans department lead cohesive and comprehensive OPTs; capable of developing complete plans and orders using the MCPP, JOPP, the NATO planning process, or other planning processes as required.
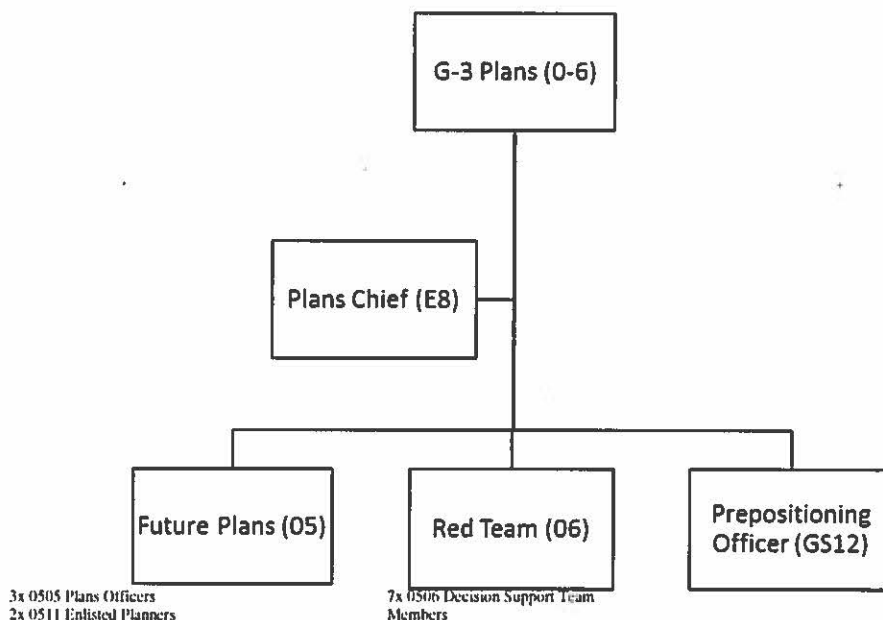
2001.  <u>ORGANIZATION</u>



Figure 2-1:  G-3 Organization

**2002. MISSION**

The G-3 Plans department synchronizes CG II MEF's long-range intent, plans, and actions with higher headquarters (HHQ) intent; assures long-range plans compliment supported and adjacent commanders' plans; and conducts assessments to determine effectiveness of II MEF ongoing operations.

**2003. FUNCTIONS.** The G-3 Plans department performs, but is not limited to the following functions:

1. Provide a liaison element to participate in HHQ planning efforts.

2. Receive the MAGTF's mission from HHQ and initiates the MAGTF's planning process.

3. Analyze the mission assigned and develops an outline plan.

4. Ensure principal and special staff participation in the planning process and incorporates MSCs and MSEs in planning as needed.

5. Recommend command relationships.

6. Identify operational risks and develops strategies to mitigate them.

7. Determine resources required ISO future MEF operations and requests those resources be allocated.

8. Transitions the outline OPORD to the G-3 FOPS to initiate detailed planning.

9. Develop support requirement plans from HHQ and adjacent commands.

10. Develop reconstitution requirements.

11. Develop redeployment plans.

12. Support planning for current operations (if requested and required).

13. Conduct contingency planning for joint operations by performing the following:

    a. Determine forces required and available.

    b. Coordinate force deployment and employment planning.

    c. Provide planning recommendations for host-nation support.

    d. Coordinate and review the time phased force deployment data (TPFDD) input through JOPES.

14. Conducts operation assessments.

**2004. BATTLE RHYTHM EVENTS**

The G-3 Plans officer chairs the AWG and conducts an as-needed plans update with the CG to increase his situational awareness and gain guidance on issues pertinent to future plans. Additionally, the G-3 Plans officer coordinates with the Chief of Staff on events outside of the battle rhythm to support the CG's decision making process (e.g., problem framing and course of action decision briefs). Lastly, representatives from the G-3 Plans officer participates in other battle rhythm events as required.

2005.  REPORTS

The G-3 Plans department does not have a formal reporting requirement in support of the battle rhythm, but does generate products as required (e.g., information papers and HHQ requests for information).  However, when operation assessments are required, the G-3 Plans department will produce an output to present at the Assessments Board.

2006.  G-3 PLANS DEPARTMENT.  G-3 Plans works with HHQ staffs and integrates those HHQ plans using MCPP and ensures that the II MEF plan meets the intent of the higher commander.

1.  Upon receipt of a mission from HHQ, the G-3 Plans department initiates MCPP, gathers relevant planning expertise, and forms an OPT.  Depending on the situation, the OPT may focus on the next phase of a campaign, develop reconstitution requirements, or plan a deployment.  The output of this effort is to get the mission correct with regard to II MEF capabilities, command relationship requirements, and battlespace geometry.  The manifestation of the OPT's effort is an outline MEF plan or OPORD.

2.  An outline MEF OPORD provides the salient features of a mission and precedes detailed planning.  The G-3 Plans department then transitions the outline plan or OPORD to the G-35 FOPS planners for detailed planning.  However, the G-3 Plans department may continue to develop branches and sequels in the current phase of the operation if FOPS lacks capacity because of competing requirements.

3.  The G-3 Plans department maintains situational awareness of ongoing II MEF operations and plans to ensure synchronization with the next phase or upcoming operation.

4.  The G-3 Plans department leads OPTs and coordinates with both the G-35 FOPS and G-3 COPS planners to integrate planning of the next phase/operation.  The G-3 Plans department fully integrates the other staff sections' plans officers, warfighting function representatives, and subordinate unit liaison officers into the planning process.

2007.  RED TEAM.  The Red Team enables the MEF to fully explore alternative plans and operations in the context of the operational environment and from the perspective of partners, adversaries, and others.  The Red Team assists the MEF with critical and creative thinking and helps the staff avoid groupthink, mirror imaging, cultural missteps, and tunnel vision throughout the planning, execution, and assessment of operations.

1.  The Red Team duties and responsibilities include, but are not limited to:

    a.  Broadening the understanding of the operational environment.

    b.  Assisting the CG and staff in framing problems and defining end state conditions.

    c.  Challenging planning assumptions.

    d.  Ensuring the perspectives of the enemies, adversaries, and others are appropriately considered.

    e.  Aiding in identifying friendly and enemy vulnerabilities and opportunities.

    f.  Assisting in identifying areas for assessment.

g. Anticipating cultural perceptions of partners, adversaries, and others.

h. Conducting independent critical reviews and analyses of plans and concepts to identify potential weaknesses and vulnerabilities.

i. Participating in the Assessments Working Group.

2008. MARITIME PREPOSITIONING FORCE (MPF) OFFICER. The Prepositioning Officer is the subject matter expert for all matters relating to readiness, plans, operations, data management, evaluation, maintenance, and technical assistance for utilizing MPF capabilities in support of II MEF operations.

1. The Marine Corps' MPF program is an essential element in the Nation's global reach and strategic coverage of forward deployed, maritime prepositioned equipment and supplies. As a key element of forward-deployed capability, the MPF program provides II MEF with sufficient equipment and supplies to enable a MEB to deploy on short notice and rapidly close the force with vital equipment, fuel, and supplies to support operations for 30 days in the event of a contingency.

2. The Prepositioning Officer's duties and responsibilities include, but are not limited to:

a. Assisting with planning, coordinating, and conducting MPF training to elements of the MEF.

b. Participating as a MPF subject matter expert on MEF OPTs for planning employment of MPF assets in II MEF OPORDS.

c. Assisting in flow of information between II MEF and supporting MPF organizations during any MPF operation involving II MEF forces.

d. Attend meetings and conferences with other commands and supporting agencies as the II MEF MPF representative.

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## Chapter 3 - OPERATION ASSESSMENTS

3000.  OVERVIEW.  The G-3 Plans department is the principal staff entity with overarching responsibility for operation assessments.  For the purposes of this TACSOP, the operation assessments process is separate from the planning section to prevent diluting its importance.  Operation assessments are complementary to, concurrent with, and inherently essential to the planning process within II MEF.

1.  Bottom Line Up Front (BLUF).  *Assessments seek to answer four essential questions*:

    a.  How are we doing?

    b.  Are we doing the right things?

    c.  Are we doing things right?

    d.  What's next, and when?

2.  Purpose.  II MEF uses operation assessments to enhance the CG's decision making and support the efficient allocation of resources in order to make operations more effective.  The assessment process measures II MEF's progress towards mission accomplishment by measuring its efforts towards the operation's end state.  This is accomplished by deliberately comparing forecasted outcomes with actual events, determining the overall effectiveness of force employment, and delivering relevant reliable feedback throughout the assessments process to adjust future operations.  Specifically, operation assessments helps the CG determine progress toward attaining the desired end state, achieving objectives and effects, or the accomplishment of tasks.  Based upon assessments, the CG will adjust operations to ensure objectives are met and the end state is achieved.

3.  Framework.  The foundational element for writing an OPORD and its supporting assessment is the end state.  As a component of the CG's intent, the end state provides the unifying purpose around which actions and resources are focused.  It is the starting point in the development of subordinate plans and assessment criteria.  The end state provides the set of required conditions that define the achievement of the operation's objectives.  Therefore, it is critical that the end state specifically addresses the supporting objectives and effects when the assessment framework is constructed.  With the objectives and effects identified, tasks are then developed to create the desired effects needed to reach the operation's end state.  Figure 3-1 depicts the assessment framework described above.
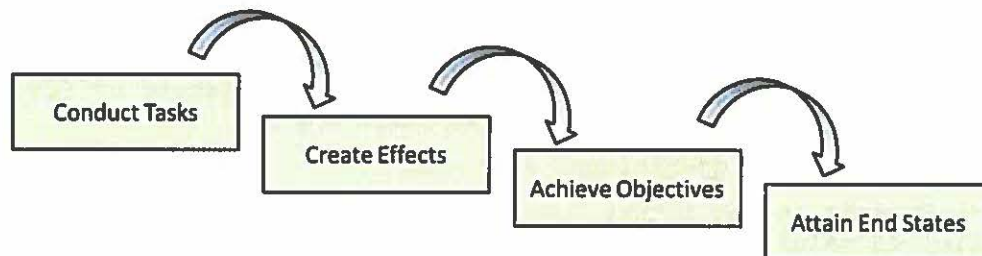


Figure 3-1:  Assessment Process Framework

    a.  Terms of Reference

       (1) Tasks:  Friendly actions to create desired effects or preclude undesired effects.

       (2) Effects:  The result, outcome, or consequence of an action.

(3) Desired Effect: Change to conditions needed to achieve an objective.

(4) Undesired Effect: Change to conditions that impede achieving the objective.

(5) Objectives: The clearly defined, decisive, and attainable goal(s) toward which every operation is directed.

(6) End State(s): The set of required conditions that defines achievement of the commander's objectives.

(7) As described in reference (e), Measures of Performance (MOPs) are criteria used to assess friendly actions that are tied to measuring task accomplishment. They are generally quantitative, but also can apply qualitative attributes to task accomplishment. MOPs help to answer questions such as *"Was the action taken"* or *"Were the tasks completed to standard"*? A MOP confirms or denies that a task has been properly performed. MOPs help to answer the question, *"Are we doing things right"*?

(8) As described in reference (e), Measures of Effectiveness (MOEs) are criteria used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect. MOEs help measure changes in conditions, both positive and negative. They measure the attainment of an end state, achievement of an objective, or creation of an effect; they do not measure task performance. These measures typically are more subjective than MOPs and can be crafted as either qualitative or quantitative. MOEs can be based on quantitative measures to reflect a trend and show progress toward a measurable threshold. MOEs help to answer the question, *"Are we doing the right things?"* MOEs are based on observable or collectable indicators. Several indicators may make up a MOE, just like several MOEs may assist in assessing progress toward the achievement of an objective or moving toward a potential crisis or branch plan execution.

(9) Indicators: Indicators provide evidence a certain condition exists or certain results have or have not been attained, and enable decision makers to direct changes to ongoing operations to ensure the mission remains focused on the end state.

b. Characteristics. The following characteristics will apply to II MEF operation assessments:

(1) It is continuous and directly tied to the commander's decisions throughout planning, preparation, and execution of operations.

(2) Assist in determining the overall effectiveness of the command as it conducts operations, taking into consideration all elements of force as well as the warfighting functions that contribute to it.

(3) Focus on the operational approach.

(4) Orients on the future. Assessment of current or future action provides limited value unless they can be used as the basis for future decisions and actions.

(5) The commander's CCIR process is linked to the assessment process by the commander's need for timely information and recommendations to make decisions.

(6) During execution, assessment continually monitors progress toward accomplishing tasks, creating effects, and achieving objectives. Assessment actions and measures help the commander adjust operations and resources as

required, determine when to execute branches and sequels, and make other critical decisions to ensure G-3 FOPS and G-3 COPS remain aligned with the mission and end state.

3001.  II MEF OPERATION ASSESSMENTS PROCESS

1.  Operation assessments occur from the outset of planning and throughout the execution of operations, regardless of the specific planning process used (see figures 3-2 and 3-3 to see correlation of assessment planning with JOPP and MCPP).  Operation assessments support the clear definition of tasks, objectives, and end states.  Assessments give the staff a method for selecting the information and intelligence requirements, including the CCIRs that best support decision making.

| JOPP | Initiation | Mission Analysis | COA Development | COA Analysis | COA Comparison | COA Decision | Plan or Order Development |
|---|---|---|---|---|---|---|---|
| A s s e s s m e n t  P l a n n i n g  S t e p s | Gather tools and assessment data | | | | | | |
| | Understand current and desired conditions | | | | | | |
| | | | Develop assessment measures and indicators | | | | |
| | | | | Develop the data collection plan. | | | |
| | | | | Assign responsibilities for conducting analysis and generating recommendations. | | | |
| | | | | | Identify feedback mechanisms. | | |

Figure 3-2:  Operational Assessment Planning in JOPP

Marine Corps Planning Process      Assessment Plan Development

1. **Problem Framing**
   a. **Assumptions**
   b. **Mission Statement**
   c. **Tasks**
   d. **Objectives**
   e. **EndState**

        **Develop Initial MOPs and MOEs and indicators**

2. **COA Development**

3. **COA Wargame**

4. **COA Comparison and Decision** — Finalize MOPs and MOEs and supporting indicators by on final decision

5. **Orders Development** — Incorporate Assessment Plan into Order

6. **Transition** — Ensure staff sections, MSCs, and others understand information requirements
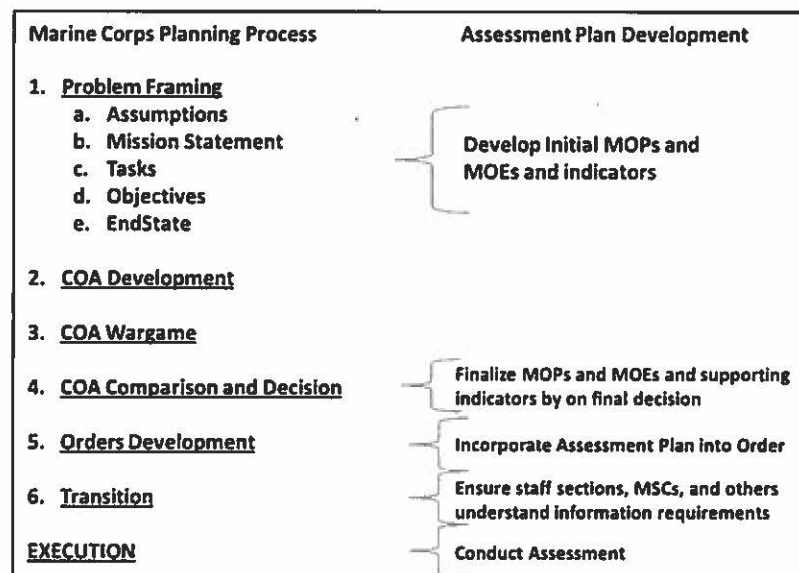
**EXECUTION** — Conduct Assessment

Figure 3-3:  Operational Assessment Planning in MCPP

2. Developing an assessment plan begins after the CG approves the desired end state. The AWG then provides valuable insight regarding what to measure and how to measure it to determine the progress made accomplishing a task, creating an effect, or achieving an objective. The CG, along with the principal and special staff, uses assessment considerations to help guide operational design because these considerations can affect the sequence and type of actions along lines of operation and/or lines of effort. Early and continuous involvement of the AWG in planning helps to ensure the operational assessment is an integral part of the overall plan.

3. II MEF will develop its assessment plans using the six assessment planning steps:

   a. Step 1: Gather Tools and Assessment Data. The staff updates their estimates and gathers the tools necessary for mission analysis and continued planning. Specific tools and information gathered regarding assessments include: the HHQ plan or order, including the assessment annex if available; if replacing a unit, any current assessments products; relevant assessment products (classified or open source) produced by civilian and military organizations; the identification of potential data sources, including academic institutions and civilian subject matter experts.

   b. Step 2: Understand Current and Desired Conditions. The G-3 Plans section, which has responsibility for the assessment plan, identifies each specific desired condition mentioned in the CG's intent. This is an output of problem framing. The staff must compare current conditions in the area of operations against the desired conditions. These individual conditions provide focus for the overall assessment of the operation. If the conditions that define the end state change during the planning process, the staff updates these changes for the AWG. Fundamentally, assessments are about measuring progress toward a desired end state.

   c. Step 3: Develop Assessment Measures and Indicators. The assessments plan will focus on measuring changes in the operating environment (OE) and whether desired conditions are being attained while continually monitoring and evaluating assumptions to validate or invalidate them.

   d. Step 4: Develop the Collection Plan. Each indicator is needed to help answer either an intelligence or information requirement. The source for each indicator is identified in the assessment plan along with the staff element responsible for gathering it. Assessment information requirements compete with other information requirements for resources. When an information requirement is not resourced, staffs cannot collect the associated indicator and must remove it from the plan.

   e. Step 5: Assign Responsibilities for Conducting Analysis and Generating Recommendations. In addition to gathering specific data, the AWG has responsibility for analyzing assessment data and developing recommendations.

   f. Step 6: Identify Feedback Mechanisms. The AWG will communicate the findings and recommendations from the operation assessments in accordance with (IAW) the battle rhythm.

3002. ASSESSMENTS WORKING GROUP (AWG)

1. The AWG provides CG II MEF with a dedicated capability that provides a combination of analytical and intuitive review of actions taken to achieve the desired end state of an operation.

2.   The AWG is chaired by the G-3 Plans and is part of the battle rhythm. The AWG receives its direction from the G-3 Plans and will:

     a.   Develop criteria for success, MOEs, and MOPs to track overall progress towards the operation's end state.

     b.   Correlate, analyze, and synthesize feedback to assess progress and provide recommendations for change.

     c.   AWG members are embedded in planning OPTs, other working groups, and daily battle rhythm events to evaluate effectiveness and proficiency throughout the planning and execution continuum.

3.   Representation in the AWG will be determined by the G-3 Plans officer; however, at a minimum it shall reflect a cross-section of warfighting function representatives and subject matter experts (SMEs), and where appropriate and possible, including MSC/Es, joint, and coalition force representatives.

# Chapter 4 – AC/S G-1 (ADMINISTRATION)

4000.   OVERVIEW

The AC/S G-1 is directly responsible to the CG, II MEF for matters pertaining to total force personnel accountability, personnel management, internal organization, casualty reporting, tracking, and status, manpower, and personnel policy, combat/administrative replacements, and general administrative support.

4001.   G-1 ORGANIZATION

```
                    ┌──────────────┐
                    │   AC/S G-1   │
                    └──────┬───────┘
                           │
        ┌─────────────┐    │
        │  G-1 Chief  │────┤
        └─────────────┘    │
                  ┌────────┴────────┐
         ┌────────┴──────┐  ┌───────┴──────────┐
         │   Adjutant    │  │ Manpower, Plans and
         │               │  │   Operations     │
         └───────────────┘  └──────────────────┘
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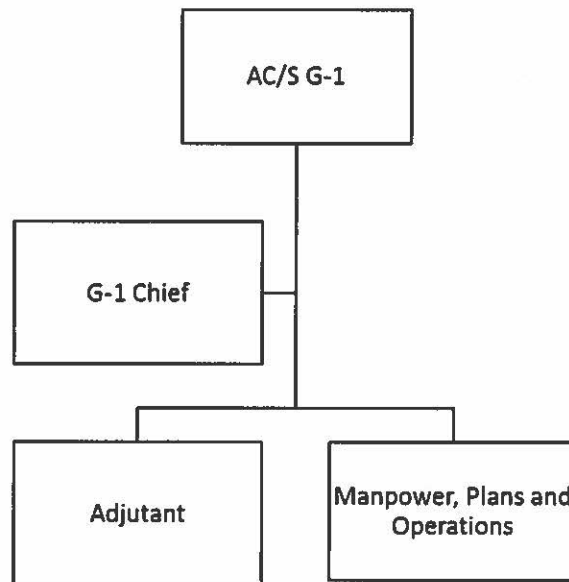
Figure 4-1:   II MEF G-1 Organization Chart

4002.   G-1 SECTION DUTIES AND RESPONSIBILITIES

1.   Manning/Combat Replacements/Individual Augmentation.

2.   Casualty Reporting/Incident Reporting.

3.   Personnel Strength Reporting.

4.   Rest and Recuperation (R&R)/Leave Administration.

5.   Correspondence/Awards/Orders and Directives.

6.   Joint Reception Center (JRC) (Assembly and arrival).

4003.   REPORT REQUIREMENTS

1.   Daily

   a.   Joint Personnel Status Report (JPERSTAT/PERSTAT)

   b.   Casualty Report to the CG

2.   Weekly.   Manpower Working Group

3.   Monthly

   a.   Defense Readiness Reporting System (DRRS)

   b.   Command Chronology

4. As Required:

    a. Personnel Casualty Report (PCR) (As required).

    b. Casualty Evacuation (CASEVAC) (daily) (As required).

    c. JRC.

    d. Hospital Liaison Team duties.

    e. Anti-Terrorism Force Protection (ATFP) Officer/Mission Assurance Officer Detainee report (daily) (As required).

**4004. G-1 TASKS**

1. **Adjutant.** The Adjutant section is responsible for general correspondence routing and processing, central files and directives, and processing awards and fitness reports. Significant Adjutant functions include:

    a. Processes and routes all incoming correspondence to appropriate General Staff or Special Staff.

    b. Serves as the primary control office for all unclassified material addressed to the CG, II MEF.

    c. Reviews all MEF orders, directives, bulletins and related correspondence and maintains an archive of all signed documents. The Adjutant section coordinates with the Information Management Officer to post applicable documents for wider distribution.

    d. Processes all award recommendations and forwards them to the II MEF Awards Board members for their review and recommendation. Following review and recommendation, the II MEF Awards Board will forward their recommendations to the CG for review or approval. All awards will be submitted using the Marine Corps web-based portal (Improved Award Processing System (iAPS). The Adjutant controls iAPS Unit Administrator permissions.

    e. Serves as the II MEF CE Classified Material Control Center (CMCC) Custodian. The CMCC will coordinate all matters concerning the handling and safeguarding of classified material under the cognizance of the Command Security Manager.

    f. Serve as Freedom of Information Act Officer.

2. **Manpower, Plans and Operations.** The Manpower, Plans and Operations section manages manpower sourcing for all internal and external Individual Augments (IAs) requirements to include operational deployments. Significant Manpower, Plans and Operations section functions include:

    a. Monitoring the II MEF CE and MSC/E personnel readiness Information; personnel accountability, combat losses in coordination with casualty tracking, transportation location, combat replacements and on-hand Enemy Prisoners of War (EPW) and other required reports. The ATFP Officer/Mission Assurance Officer will collect all detainee information at the detention facilities and disseminate the report to the G-1 daily, with data effective as of 0800.

    b. Source all II MEF Liaison Officer (LNO) billet requirements. The II MEF G-3 will plan for and identify LNO (in) and LNO (out) requirements. For personal accountability purposes the G-3 is responsible for tracking LNOs (out) and MSC/Es are responsible for tracking LNOs (in).

c. Validate, compile, and source MEF/MEB manning document based upon mission requirements.

d. Coordinate with higher headquarters regarding sustainment/replenishment of personnel.

e. Lead the Manpower Working Group (MWG).

f. Review and track casualty reporting, significant events (SIGEVENTS), and coordinate combat replacements in accordance with the commander's priorities.

g. Process all Red Cross Messages.

h. Serve as the Lead G-1 Planner for OPTs and Crisis Action Team (CAT).

i. Compile and prepare manpower data for monthly DRRS and other analysis as needed.

j. The Manpower, Plans and Operation section will manage the planning, coordination, and accountability of all civilians and augmented personnel, in addition to tracking all personnel for accountability purposes. At times, may be required to assist in JRC responsibilities.

k. Review, process, and track Rest and Recuperation packages. (*As required for 1 year deployment*).

## 4005. G-1 COC DAILY BATTLE RHYTHM

1. The daily battle rhythm is the synchronization process that influences the daily operating tempo of II MEF planning, decision, execution, and assessment cycle. The CoS and Battle Staff will determine the daily Battle Rhythm for the combat operations center (COC). The following events are a baseline that the G-1 will be required to participate in.

a. Chief of Staff Huddle.

b. COC Turnover.

c. Operations and Intelligence Brief (OPS/Intel Brief).

d. CG Staff Huddle.

e. Chief of Staff Update.

f. Movement Control Board.

g. Force Transportation Working Group.

h. Deployment Operation Team.

i. Visitors Working Group.

j. Enhanced Crisis Action Team (CAT).

k. Planners Working Group.

l. Aviation Coordination Board.

m. Assessment Working Group.

n. Plans Management Steering Group.

o. Information Management (IM) Coordination Working Group.

p. G-1 Tasker meeting: PCR validation.

4006. <u>G-1 DEADLINE RESPONSIBILITIES</u>. Deadlines for report submissions are based on the established COC Battle Rhythm. In order to provide adequate time to review and approve report information, the daily JPERSTAT/PERSTAT must be submitted to the G-1 Manpower, Plans and Operations Section, organizational mail box (OMB) Box 2-hours prior to an event. The report is reviewed and forwarded to the AC/S G-1. The AC/S G-1 approves the report(s) and is prepared to brief the report(s) as required. The following paragraphs describe the report(s) and systems used by the G-1 section to collect, collate, and submit information on various topics. These systems may require information in addition to the information reported during various briefs.

4007. <u>PERSONNEL ACCOUNTABILITY</u>. Personnel accountability is attained by having reliable personnel data from MSC/Es and various data sources on all U.S. service members, Department of Defense (DOD) civilian employees, contractors, and coalition partners, if applicable. Establishing personnel accountability requires a collective effort to provide accurate, near-real-time, and readily available personnel data, required to support the Commander's decision making. To accomplish accurate personnel accountability, MSCs/MSEs shall utilize the Secure Personnel Accountability (SPA) system per reference (g) to generate the required JPERSTAT/PERSTAT for the CG. MSC/Es will become fully trained on SPA management before deployment through their respective Manpower Information Systems Support Office (MISSO). Be as accurate as possible to reflect personnel in transit. Though precise locations are not important during transit, it is imperative that locations are updated upon arrival to their destination. This is extremely critical of TAD, Rest and Recuperation, and Emergency Leave.

4008. <u>CASUALTY REPORTING AND TRACKING</u>. Casualty reporting and tracking requires the processing of timely and accurate casualty information so the primary and secondary next of kin (PNOK/SNOK) may be notified when their loved ones becomes a casualty. The II MEF G-1 must ensure personnel involved in the administration and execution of the Marine Corps Casualty Assistance Program are provided the most accurate and detailed information pertaining to policy, procedures, and PCRs using the Defense Casualty Information Processing System-Forward (DCIPS-FWD) version 8.0 in the event of a casualty to Headquarters Marine Corps (HQMC) Casualty Branch. The MHG S-1 will generate PCRs for any casualties that occur within the II MEF CE. The parent MSC/Es G/S-1s will generate PCRs for any casualties that occur in their units. All II MEF G-1 and MSC/Es G/S-1 personnel will be required to complete DCIPS training prior to deployment.

1. <u>Defense Casualty Information Processing System-Forward (DCIPS-FWD 8.0)</u>. All II MEF Units operating within the Area of Operations (AO) will submit PCR information to the II MEF G-1 Manpower, Plans, and Operations section via DCIPS-FWD 8.0 per reference (h). All MSC/Es must maintain the capability to submit PCRs 24 hours a day, 7 days a week without exception. PCRs will be prepared by the parent command of the casualty and forwarded to the II MEF G-1 Manpower, Plans, and Operations section. PCRs will be tracked and submitted at II MEF. Each command will ensure timely submission, accountability, and retention. In case of limited communication assets or if internet connection is unavailable, units will report casualties via the most expeditious communication means available via the chain of command to the II MEF G-1, i.e. e-mail, phone, or radio. The most current version of DCIPS-FWD 8.0 can be downloaded at: https://www.manpower.usmc.mil/portal/page/portal/M_RA_HOME/MF/Military%20Pers onnel%20Services/Casualty/Casualty%20Reporting. The G-1 Manpower, Plans and Operation section will coordinate via SIPR and verbal with their Health

Services Support (HSS) counterpart to validate PCR tracking against patient ill/injured status.

2. Deadlines for submission. When a reportable casualty occurs, the parent unit will immediately submit a voice report to the Marine Corps Operations Center (MCOC) and the CMC (MRC) according to reference (h). Every effort shall be made to release all initial PCRs within four (4) hours of the incident. Care must be taken to ensure all information is correct. Do not delay the submission of a PCR due to missing information. If all required information is not known, submit what is known and indicate in block 39 that a supplemental report will follow.

3. Procedures. G-1 Manpower, Plans, and Operations section will perform quality control checks to ensure the utmost accuracy of PCRs.

4009. COMBAT CASUALTY REPLACEMENTS. The II MEF Manpower, Plans, and Operations section will establish a Combat Replacement Policy in accordance with guidance from higher headquarters.

4010. ENEMY PRISONERS OF WAR (EPWs) AND DETAINEES

1. Civilian detainees are civilians who have been detained by military forces. Safeguarding and treatment of civilian detainees will be IAW reference (i) and in coordination with II MEF Staff Judge Advocate (SJA).

2. Civilian personnel attempting to flee or escape a battle area should be scrutinized when encountered by II MEF personnel due to the potential for possible infiltration by enemy sympathizers. Civilian personnel are divided into two categories: Internally Displaced Persons (IDPs), who remain in their country of origin, and refugees, those who have crossed an international border.

3. II MEF G-1 has the responsibility for reporting the accountability of civilian internees, detainees, and EPWs during the conduct of civilian-military operations and in doing so, shall maintain close coordination with the MEF SJA, G-2, G-3, G-4, G-9 sections, and the II MHG S-1.

4. Units will evacuate detained civilians to designated collection points and civilian detainees will remain separated from military EPWs.

5. Maximum use will be made of civilian resources for civilian relief to include transportation assets and food.

6. Military resources will be used for civilian relief only by approval of the CG.

7. Marines will not consume civilian food stock unless approved for consumption by medical authorities unless necessity dictates.

8. Civilians will be evacuated from the battle area only if approved by the CG.

9. Units will immediately report the capture of key civilian officials, national treasures, and stores of supplies in accordance with guidance set forth by II MEF G-3.

4011. <u>NON-COMBATANT EVACUEES</u>. II MEF G-1 has the responsibility for reporting the accountability of non-combatant evacuees, shall maintain close coordination with the MEF SJA, G-2, G-3, G-4, G-5 sections, and MHG S-1.

4012. <u>REPORTS</u>

1. The following reports require G-1 Manpower, Plans and Operations Section action.

    a. The JPERSTAT/PERSTAT will be submitted daily utilizing the SPA system. The deadline for this report will be determined through the COC daily battle rhythm established by higher headquarters.

    b. PCRs will be submitted to HQMC using DCIPS-FWD 8.0 as required, but not later than four hours from the time of incident. MSC/E G/S-1s must submit their PCR to the G-1 Manpower, Plans and Operations Section OMB utilizing DCIPS-FWD 8.0 within the first two hours from the time of incident. More details on PCR submission requirements are covered in reference (h).

2. Table 4-1 lists the required G-1 reports, frequency, office of primary responsibility (OPR), and system requirements. This information is required in a specific report format to enable rapid assessments of current situations in specific areas of interest to the CG, as well as higher, adjacent, and subordinate commands. MSC/Es will ensure information, for which it is responsible, is generated on schedule and submitted in the correct format. MSC/Es tasked with preparing and forwarding reports will ensure the report is staffed and approved for release prior to forwarding.

| REPORT | Submitted by | Arrive NLT | FREQUENCY | OPR | ADDRESSEE | SYSTEM REQUIREMENTS | INFO TO |
|---|---|---|---|---|---|---|---|
| Joint Personnel Status Report (JPERSTAT)/PERSTAT | | | Daily NLT 1000 w/ data effective as of 0800. | MEF, G-1 | HHQ G-1 | Secure Personnel Accountability System | |
| Personnel Casualty Report (PCR) | | | Event/ As required | MEF, G-1, HSS | HHQ G-1 HQMC Casualty Section | DCIPS-Forward Injured/ILL Patient Tracking and (TRAC2ES) Website | |

Table 4-1: G-1 Reports

4013. <u>SUPPORT TO AMPHIBIOUS OPERATIONS</u>

1. G-1 support to MEF/MEB CE during amphibious operations is the same as during operations ashore. G-1 watch standers will conform to the overall COC watch movements. The G-1 will support the CE echelon concept (Fly-In CE (FICE), Forward, Main, etc.) as defined by a specific event.

2. <u>G-1 relationship to Commander of Troops (COT)</u>. A ship's COT is normally responsible to a ship's chain of command for accountability of all Marines and Sailors attached to Marine units aboard the ship. This is a separate function from reporting JPERSTAT accountability to the MEF/MEB G-1. The embarked unit's S-1 is responsible to report unit personnel accountability to the MEF/MEB G-1 as part of the JPERSTAT process. If the MEF/MEB CE is embarked aboard ship, COT responsibilities such as daily accountability will be conducted by the II MHG.

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# CHAPTER 5 – AC/S G-2 (INTELLIGENCE)

5000.  OVERVIEW

The AC/S G-2 is responsible to the Commanding General II MEF to provide the intelligence picture for the MAGTF.  The AC/S G-2 is responsible for planning and direction, collection, processing and exploitation, analysis and production, as well as dissemination and integration of all organic and attached intelligence assets and personnel.

5001.  ORGANIZATION.  Figure 5-1 depicts the II MEF G-2 organizational structure.  The headquarters element of the MEF G-2 is led by the AC/S G-2 and the G-2 Chief of Intelligence.  Subordinate to the Headquarters Element are the G-2 department heads consisting of, Operations, Intelligence Plans/Policies, and Special Security Office.  Intelligence Battalion and Radio Battalion provide direct support to the G-2 and conduct II MEF's intelligence operations out of the Intelligence Operations Center (IOC).
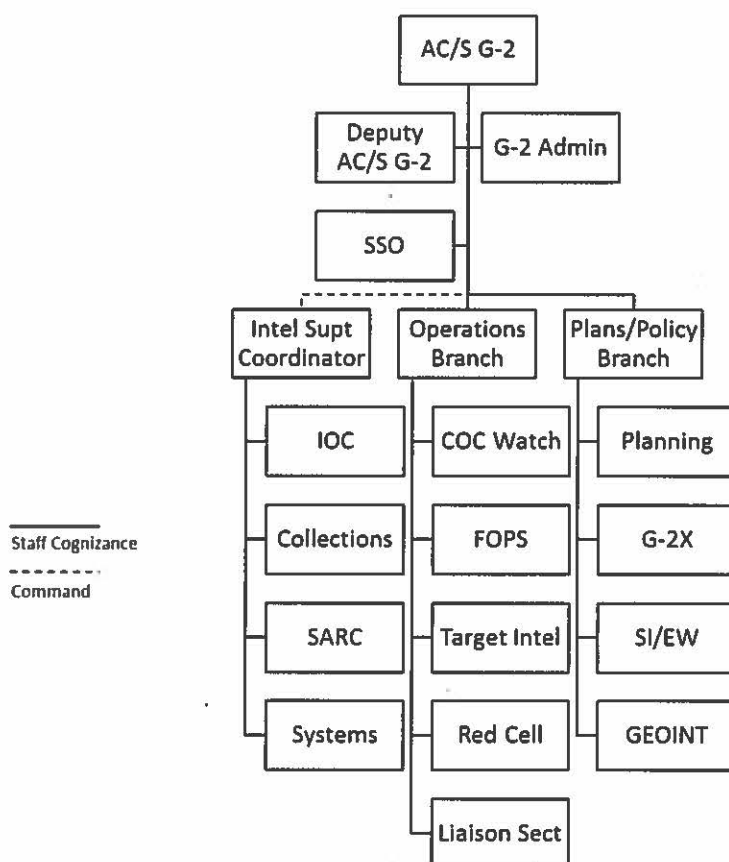
Figure 5-1:  G-2 Organization

5002.  OPERATIONS BRANCH.  The MEF G-2 Operations (OPS) Section is comprised of five subordinate elements including Current Operations (COC Intelligence Watch), Future Operations, Intelligence Support to Targeting (Targeting Cell), Red Cell, and Liaison Section.



Figure 5-2:  G-2 Operations Structure

1.  CURRENT OPERATIONS (COC WATCH).  The COC Intelligence watch requires 24 hours of continuous monitoring of operational and intelligence reporting in support of the SWO.

    a.  Roles and Responsibilities

        (1) Monitor all aspects of reporting both from operational and intelligence means.

        (2) Provide the operational picture to the MEF G-2 and the intelligence picture, produced in the IOC, to the AC/S G-3 and COPS in near-real time.

        (3) Provides the operational picture directly to the MEF intelligence enablers via the Surveillance and Reconnaissance Center (SARC), located in the G-2 wing of the COC, and/or through the collections section.  The COC Watch also facilitates G3 COPSO re-tasking of overhead Intelligence Surveillance and Reconnaissance (ISR) and other intelligence collectors.

        (4) Upon notification of a request for ISR support (see five line request in collection management section), the Intelligence Watch must contact collections for guidance in order to provide an accurate and timely situational update and recommendation to the SWO for decision.

    b.  Reports Table/Reporting Flow Diagram

| REPORT | Frequency | Office Primary Responsibility | Purpose |
|---|---|---|---|
| Intelligence Summary/ Graphic Intelligence Summary (INTSUM) | Daily | Intelligence Operations Center (IOC)/MSC/Es | Provides a synopsis of the reporting unit's intelligence situation covering a specific period of time.  It is used to report threat activities, changes to threat capabilities, and results of further collections, analysis, and production. |
| Intelligence Report | As Required | IOC/MSC/Es | Standardized report used to disseminate important intelligence without regard to a specific schedule. |
| Battle Damage Assessment (BDA) Report | As Required | IOC | Compilation of subordinate elements as well as BDA obtained from MSE level |

| | | | during the designated period of time. |
|---|---|---|---|
| Tactical Report TACREP | As Required | Radio Battalion (RadBn) | Provides information on immediate threat activity. |
| KLIEGLIGHT Report | As Required | RadBn | Primary vehicle by which RadBn disseminates technical SIGINT information into the USSS at the TS/SCI-level |
| Intelligence Information Report (IIR) | As Required | G-2X | Standard report used to report unevaluated, unevaluated, unanalyzed intelligence information from human sources. |
| SPOTREPORT | As Required | G-2X | Any information (imminent threat/HVIs/Missing Personnel) requiring action within 24 hours |

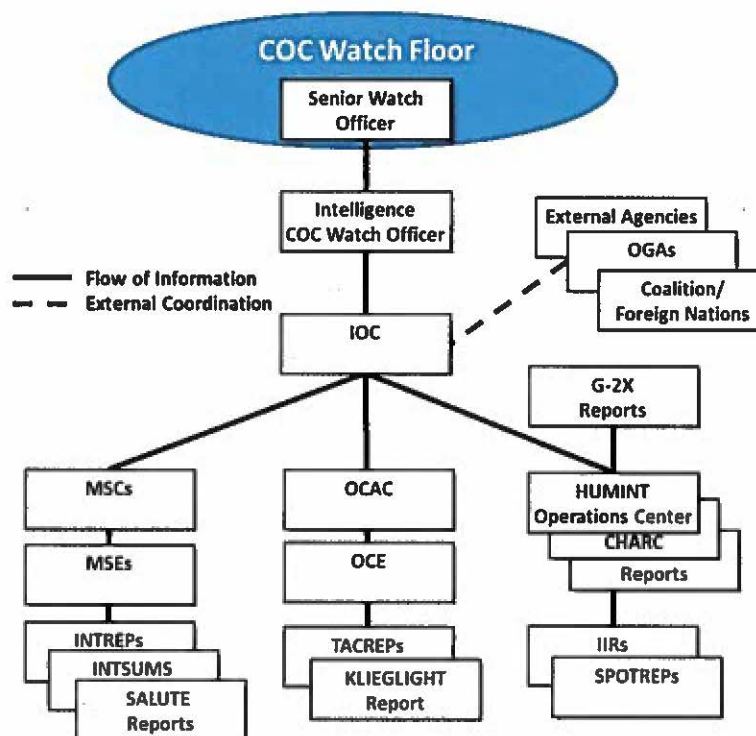TABLE 5-1:   Intelligence Reports



Figure 5-3:   Intelligence Reports Flow Diagram

c.   Reporting Responsibilities

(1) Ensure G-2 Operations is kept apprised of CCIR events and re-tasking of MEF ISR.

(2) G-3 COPs Section is immediately notified for any CCIR events. Facilitate intelligence requirements for Senior Watch Officer and provide intelligence update as directed during the shift change.

(3) MSC intelligence watch officers with Units that could be directly affected by the information indicated in the report.

(4) Reports that trip the CG's CCIRs and PIRs must be reported immediately to G-2 Operations and G-3 COPS.

2.  FUTURE OPERATIONS (FOPS).  G-2 FOPS represents the G-2 section in support of OPTs and provides comprehensive intelligence support to the planning process.  G-2 FOPS consists of a FOPS Officer, a FOPS Chief and two NCOs.  This section focuses beyond 72 hours on the planning horizon.  Its duties include, but are not limited, to the following:
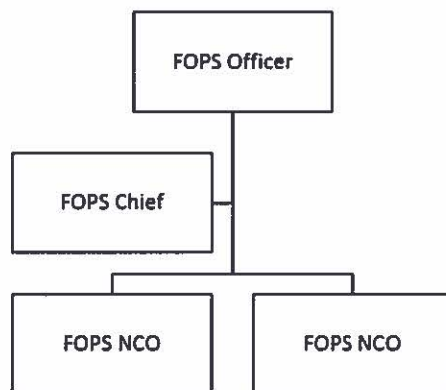
    a.  FOPS Structure

Figure 5-4:  G-2 Future Operations Structure

    b.  Coordinate G-2 estimates of supportability.

    c.  Coordinate with G-3 FOPS to identify and develop collections and intelligence support requirements.

    d.  Identify enemy capabilities and limitations, center of gravity and critical vulnerabilities.

    e.  Provide intelligence support to all steps of the planning process.

    f.  Provide intelligence support to II MEF assessments.

    g.  Coordinate IPB products for future operations, branches and sequels.

3.  COLLECTIONS.  The Collections section is responsible for developing the MEF collection plan through the Collection Working Group process and managing all collection requirements from MSC/Es and staff sections.
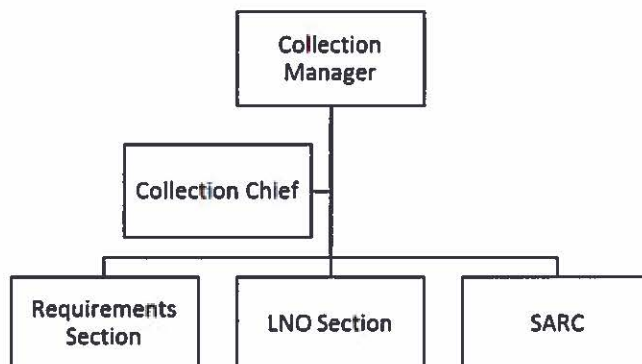
    a.  Collections Management Structure

Figure 5-5:  G-2 Collections Structure

b.  Roles and Responsibilities

(1) Collections Branch

(a) Receives, validates and prioritizes collection requirements.

(b) Leads the Collections Management Working Group (CMWG) and Board resulting in the G3 validation of collection priorities and asset allocation.

(c) Works closely with SARC representatives from all the intelligence disciplines to ensure a complete and integrated collection plan.

(d) Approves the daily collection plan prior to submission to the G-2.

(e) Maintains collections products including the collection worksheet and the collection matrix.

(f) Participates in the Targeting Work Group and conducts collection planning in support of BDA.

(2) Requirements Section.  Produces intelligence collection requirements from the II MEF Command Element (CE) and receives reviews, prioritizes and submits collection requirements from across II MEF MSC/Es. This includes collections requirements from all disciplines, with FMV and NRT daily bids then being prioritized and submitted from the FMV section, in accordance with theater intelligence collections procedures.  Validated and prioritized requirements are submitted to higher headquarters for fulfillment by either national or theater means.

(3) Liaison Officer (LNO) Section.  Liaison officers will often be assigned to the Collections Section from a range of higher, adjacent, or subordinate elements, or from collections platforms or supporting collections units.

c.  Daily Collection Plan.  The Daily Collection Plan is distributed via SIPR email to all MSC/Es, staff sections, and the MEF COC to provide situational awareness of MAGTF ISR support for that given day.  The Daily Collection Plan consists of two parts:

(1) The Collection Matrix

(2) The Collection Graphic: Depicting the location of ISR assets and the airborne ISR tracks.

d.  Collection Management Working Group (CMWG).  The daily CMWG is chaired by the Collections Manager (CM) and serves as the primary venue for prioritizing collection requirements. The CMWG provides an updated and prioritized organic collections plan, recommended PIR updates for the CG, a collections shortfall RFI and a finalized collections requirement for higher headquarters.  CMWG membership is comprised of representatives from COPS, FOPS, FECC, Targeting Officer, Air Officer, Force Recon rep, and MSC/Es Intel reps.

e.  Dynamic Re-Tasking.  The authority to approve dynamic re-tasking rests with the first common headquarters of the losing and gaining units. For II MEF, the Collections Manager or Collections Chief directs dynamic re-tasking under the authority of the SWO.  The G-2 Intelligence Watch and 2nd MAW Tactical Air Command Center (TACC) must be notified when an ISR asset is to be diverted from its original tasking in order to effectively control airspace assigned to the MEF.  Units requesting immediate support of a collection asset must notify the MEF COC or Collections watch floor by the

most expeditious means available (chat, secure telephone, or SIPRNET e-mail), and provide the following information via a five line request:

    (1) Capability Requested

    (2) Latest Time Information is Of Value (LTIOV)

    (3) Essential Element of Information (EEI)

    (4) Location of target

    (5) Description of target

    f. <u>Supplemental Tasking of Airborne Collection Assets</u>. The G-2 CM has direct supplemental tasking authority of collection assets that have completed their current mission and have time left on-station. In such cases, the CM contacts the parent MSC/E of maneuver units near the operating area of the asset to solicit requirements or direct the asset to observe areas that are part of a standing imagery deck.

    g. <u>Advisory Tasking</u>. Advisory tasking may be available on a not-to-interfere basis (NIB) from assets not assigned to support the MEF. The procedures for NIB advisory tasking will be established according in the Theater Baseline Reconnaissance, Surveillance and Target Acquisition (RSTA).

    h. <u>Collections Request Procedures</u>. Requests for intelligence collection support must come via the ISR Support Request to the G-2 CM, in accordance with the Theater or COCOM Baseline RSTA. Particular care must be made in articulating the specific activity or indications that the collection asset is meant to identify, and the most important collection windows (space and time) for effective support. This will allow the CM to make the best possible adjustments if the entire desired time window cannot be met. For FMV or other NRT capabilities, the requesting unit must also identify any communications or direct down link receiver capability. MSC/Es must prioritize collections requests from subordinate units prior to forwarding requests to the CM. Initial requests must be submitted to the CM within a request window established in accordance with Theater or HHQ guidelines.

    i. <u>Intelligence Consumer Feedback</u>. Collection feedback is designed to allow consumers of the intelligence to quickly and efficiently provide constructive input regarding the usefulness of the collection received. The basic information required should highlight a summary of what was collected and how it was used, as well as positive or negative feedback. Feedback is solicited via the G-2 RFI manager directly to the requesting individual.

4. <u>INTELLIGENCE SUPPORT TO TARGETING</u>. The Targeting Intelligence Cell provides support to the II MEF G-3 Force Effects Coordination Center by providing updated intelligence assessments and products to assist in identifying, prioritizing, and executing the targeting process. The targeting process requires coordinated planning of fires with joint, service, and supporting entities, via the MEF G-2 Targeting Officer.
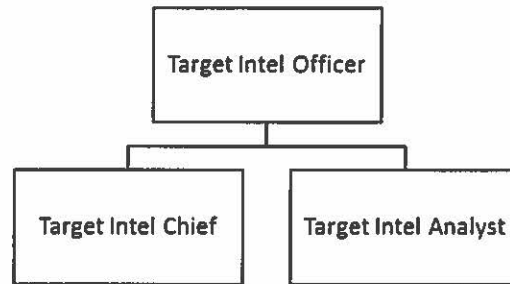
a. Structure



Figure 5-6: G-2 Targeting Structure

b. Roles and Responsibilities

(1) Target Intelligence Officer

(a) Coordinate with the Operations Section and the FECC to identify and recommend high valued targets (HVT).

(b) Develop and recommend intelligence requirements including those for Battle Damage Assessment (BDA) and targeting.

(c) Develop integrated collections, production and dissemination plans to answer the commander's information requirements (IR). Should target development expand beyond the capabilities of the targeting cell, collection and production support for intelligence required to satisfy targeting and BDA requirements must be requested from higher echelons.

(d) Ensure observation reports from forward observers, reconnaissance, pilots, etc., are readily available to BDA analysts. Once BDA reports are received, they will compare BDA against the commander's objectives to determine targeting success and refine the intelligence estimate. Based on the result of BDA and combat assessment, future enemy COAs will be determined.

(2) Target Intelligence Analyst

(a) Typically intelligence analysts operate within the IOC; they have a major role in determining BDA, which includes physical damage, functional damage, and target assessment.

(b) Responsible for collecting and developing target information and intelligence.

(c) Develop target lists, no-strike target lists, restricted target lists, target files, and collection requirements.

(d) Target lists will be continually developed, evaluated, and updated based on current target sets that best compliment the commander's mission.

(e) Once the target lists are created, target folders will be developed and presented, outlining recommendations for the desired outcome for the target.

(f) Conduct combat assessment after a kinetic or non-kinetic attack on a target. Combat assessments conducted to determine the effect of the action on the target. This assessment will help develop recommended courses of action for future operations. The three components of combat assessment are:

<u>1</u>.  BDA.

<u>2</u>.  Munitions effects assessment (MEA).

<u>3</u>.  Re-attack recommendation (RR).

c.  <u>Target Intelligence Process</u>.  The target intelligence process is married closely within the overall G-3 Fires and Targeting process.  Its role is to provide updated, timely, and accurate intelligence to support the MEF's targeting priorities.  The target intelligence process is folded within the II MEF's Battle Rhythm to complement the Target Working Group and Target Board.  The process involves identifying target systems, critical nodes, and high-value or high-payoff targets and providing target data to most effectively engage the targets.

(1) <u>Targeting Cycle</u>.  MEF intelligence targeting, whether deliberate or reactive, begins when a mission is received and continues throughout the operation.  Deliberate targeting is associated with fixed or semi-fixed targets, while reactive targeting is associated with mobile targets.  The targeting cycle assists the commander in deciding which targets to engage, when, where, and to what effect.  Through the targeting cycle, fire planners and targeting personnel derive nomination lists of forces, installations or locations that, if attacked, will achieve the commander's objectives.  The targeting cycle involves establishing the commander's objectives, guidance and intent; target development, nomination, validation, and prioritization; capabilities analysis; Commander's decision and force assignment; mission planning; and combat assessment.

(2) <u>Target Development</u>.  Target development is the analysis of potential enemy military, political, or economic systems to determine their significance and relevance to the commander's objectives, guidance, and intent.  The IOC and Target Intelligence analysts evaluate each target's lethal and nonlethal capabilities to develop a prioritized list of targets and the intelligence requirements that support target acquisition and combat assessments.  MEF processes and procedures to develop targets include IPB, target value analysis, High Payoff Target (HPT) identification, and use of the high-payoff target list (HPTL).

(3) Target Value Analysis.  During target value analysis, MEF target intelligence analysts will identify and rank potential HVT sets in a COA.  Through coordination with Operations, FECC, and other staff members, the COAs are wargamed to finalize individual staff estimates; develop a fire support plan, scheme of maneuver and decision support templates; and determine critical assets required by the enemy commander to accomplish his mission.  This process is then iterative during execution and is a constant effort to re-evaluate the HVTs.

(4) High-Value and High-Payoff Target Identification.  An HVT is an asset that the threat commander requires for the successful completion of a mission.  This asset may contribute substantially to the enemy's battle space functions.  By targeting this asset, substantial degradation may be inflicted upon the enemy's ability to perform his mission within the battle space.  HVTs are analyzed by MEF G-2 target intelligence analysts to nominate HPTs through the FECC and the MEF Target working group for approval at the MEF Target Board.  High-payoff targets are based on the friendly commander's scheme of maneuver and are determined during the wargaming process.  Areas where HPTs are expected to appear become Targeted Areas of Interest (TAIs).  Once the list of HPTs is developed, they are organized in a prioritized list called the HPTL as previously defined.  The HPTL helps determine attack

guidance and is used to help develop targeting intelligence collection, production, and dissemination plans.

(5) Target Systems Analysis. A target system includes facilities, installations, or forces that are functionally related and situated in the same geographic area. A target system is comprised of components and elements that can be either fixed installations or mobile target sets. Each target should be evaluated to determine relative importance within the greater target system. Target systems are individual nodes of the greater target set that will be determined during nodal analysis of the target set. During nodal analysis, or target element analysis, a target set is separated into target elements, the smallest identifiable target component. When conducting target element analysis, an evaluation of the element's location, elevation, identification (type, size, shape, attitude, and dispersion), vulnerability, recoverability, and importance is performed. Target systems analysis may be conducted on conventional and asymmetric target sets.

(6) Collection support. The collection manager will evaluate HVTs at different points in the conflict to determine required collection asset capabilities. Because of their high priority, HVTs receive priority favorability when allocating collection systems. This is a critical seam between the MEF Collection Management Working Group (CMWG) and the Target Working Group, and requires continual coordination between the G-2 Collection Manager, G-2 Target Intelligence Officer, the FECC, and G-3 Air Officer.

6. RED CELL. The G-2 is responsible for providing intelligence products and support to the Red Team during the Course of Action Wargaming step of the MCPP. The G-2 Red Cell is comprised of experts in various warfighting functions charged with thinking and fighting like the threat.

7. INTELLIGENCE SYSTEMS. The mission of the G-2 Intelligence Systems section is to coordinate intelligence systems support to all elements of the G-2 and MSC/E G/S-2 sections. The G-2 Systems section provides duty expertise in systems connectivity, software loads, and hardware installations for all G-2 intelligence systems. The intelligence architecture will be planned by MEF G2 systems but executed by the IOC with support of G2 systems personnel.

a. Structure. G-2 Systems section is comprised of the G-2 Systems Officer, G-2 Systems Chief, G-2 Systems Administrators, and, if applicable, a civilian contractor from support teams or pertinent systems Field Service Representative (FSR). The G-2 Systems section falls under the direction of the G-2 and coordinates closely with MEF G-6 and Information Management Office (IMO) in the daily conduct of their duties.
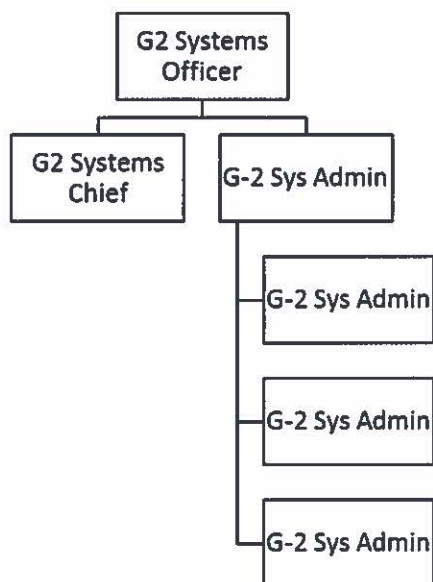
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          ┌─────────────┐
          │ G2 Systems  │
          │  Officer    │
          └──────┬──────┘
       ┌─────────┴─────────┐
┌──────┴──────┐    ┌───────┴───────┐
│ G2 Systems  │    │ G-2 Sys Admin │
│   Chief     │    └───────┬───────┘
└─────────────┘            │
                           │    ┌───────────────┐
                           ├────│ G-2 Sys Admin │
                           │    └───────────────┘
                           │    ┌───────────────┐
                           ├────│ G-2 Sys Admin │
                           │    └───────────────┘
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                           └────│ G-2 Sys Admin │
                                └───────────────┘
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Figure 5-7:  G-2 Systems Structure

b.   Roles and Responsibilities

(1) Systems Support.  G-2 Systems provides specific systems administration and hardware setup and configuration support for Program of Record (PoR) intelligence systems.  The section supports both the G-2 and MSC/MSE maneuver units for software configuration and user application training.  All non-PoR hardware and application training support will require coordination with higher headquarters.

(2) Networks.  G-2 Systems, in coordination with Intelligence Battalion, provides systems support to MEF G-2 Sensitive Compartmented Information (SCI) communications for access to the Joint Worldwide Intelligence Communications System (JWICS).  National Security Agency Network (NSA Net) access is submitted and maintained through Radio Battalion.  The G-6 provides communications connectivity and systems administration support for NIPR, SIPR, and other networks; however, G-2 Systems will coordinate directly with G-6 personnel to ensure specific G-2 requirements for these networks are properly identified and supported.

(3) Adjacent and Higher Coordination.  In addition to supporting MSEs, it is the responsibility of the G-2 Intel Systems shop to coordinate with higher and adjacent headquarters for Intelligence systems and architecture integration.

c.   Coordination with G-6

(1) Scope.  The G-6 provides the G-2 with NIPR/SIPR/DSN/VOSIP connectivity.  Information Assurance (IA) Policy, MCEN, and MCNOSC mandates all come through the G-6, which are applicable to organic networks Information Assurance Vulnerability Alerts (IAVA) and third party software patches are implemented through Group Policy (GP) for all networks.  The G-2 PoR systems can take Information Assurance (IA) updates with the exception of JAVA updates as outlined by the PoR POA&M.  The MAGTF Communications Control Center (MCCC) has all current status and future Authorized Service Interruptions (ASIs) for the different networks.

(2) <u>IA Procedures</u>.  Intel Systems will work hand-in-hand with G-6 IA for all IA violations.  G-6 IA policy will outline the procedures and criteria for the handling of related systems, scanning, and incident reporting requirements.  The MEF G-6 IA policy will outline the role Intel Systems personnel will play in support of these situations on a case-by-case basis.

    d.  <u>MAGTF Communications Control Center (MCCC)</u>

(1) <u>Switches</u>.  The MCCC monitors our NIPR and SIPR switches for connectivity.  G-2 Systems and the G-6 will be in contact if any issues arise with the switches.

(2) <u>Global Broadcast System (GBS) I & II</u>.  For any issues with connectivity for the GBS, the MCCC must be notified.  This will be coordinated with the G-6 Communications Detachment who run GBS and GBS II.

(3) <u>RIVER CITY (RC)</u>.  The MCCC, via direction from the CG and G6, will notify all-hands of the current RC status.  Additionally, the SIPR SharePoint site displays the current RC conditions.  For any exceptions for RC conditions, the G-2 will coordinate with G-3, G-6, and CoS.

(4) <u>Authorized Service Interruptions/System Outages</u>.  The MCCC will post all ASIs under the G-6's SharePoint page.  This page will also display current status of the different communication links.  For any in depth questions or pending problems, notify the MCCC WO via SIPR email.

(5) <u>Electronic Key Management System (EKMS)</u>.  G-6 EKMS manager is the G-2 Systems' point-of-contact (POC) for all EKMS-related issues.  Currently, the G-2 assigns the Intelligence Systems Chief as the Local Element (LE) Primary and the Intelligence Systems NCOIC as the LE alternate.  Both the 2d Radio Battalion and 2d Intelligence Battalion Detachments will also typically assign a primary and alternate LE to manage the EKMS requirements.  Monthly audits are due by the 7th of each month.  Intelligence Systems possesses (3) KSV-21 STE cards and (7) KG-175 encryption/decryption devices.  A copy of the report shall be maintained in the EKMS folder, with the original being turned in to EKMS.

| System | System Owner | System Purpose | Interoperability | MEF | MEB | MEU |
|---|---|---|---|---|---|---|
| Intelligence Analysis System Family of Systems (IAS FOS) | G-2 | IAS FOS supports the intelligence activities of planning and direction, collection management, processing, production, and dissemination of all-source tactical intelligence from multiple sources for the purposes of MAGTF commander situational awareness and decision making.  It provides intelligence functionality to the echelon-tailored, MAGTF all-source intelligence fusion centers.  The IAS FOS is used by all intelligence sections in the MAGTF down to the battalion and squadron level, and by specialized intelligence units. | GCCS-J, TCW, JDOCS, AFATDS | Y | Y | Y |
| Global Broadcast System (GBS) | G-2 | SATCOM system that pushes large volumes of information to deployed or garrison forces including imagery, intelligence, video, and theater message traffic. | TEG, TPC | N | Y | Y |
| Topographic Production Capability (TPC) | G-2 | TPC allows GEOINT Marines to utilize platforms provided by NGA and AGC in order to provide geographic support to the MAGTF. | GBS, TEG | Y | Y | Y |
| Tactical Exploitation | G-2 | Deployable tactical imagery capability.  It receives, processes, stores, exploits, | TPC, GBS | Y | Y | Y |

| System | System Owner | System Purpose | Interoperability | M E F | M E B | M E U |
|---|---|---|---|---|---|---|
| Group (TEG) | | and disseminates tactical and theater-level imagery from reconnaissance sensors. | | | | |
| Naval Integrated Tactical Environmental System Variant IV (NITES IV) | G-2 | NITES IV provides Mobile Operational and Tactical System METOC support to Navy and Marine Corps engaged in worldwide operations, ashore and afloat. NITES operates independently through interoperability with the GIG, IT-21/ISNS shipboard networks, C4ISR systems, USMC Legacy, MCEN, and ONE-NET. | IAS FOS | Y | Y | Y |
| Palantir | G-2 | Non PoR advanced analytics platform. | N/A | Y | Y | Y |
| Counterintelligence and Human Intelligence Equipment Program (CIHEP) | G-2 | CIHEP provides the capability to rapidly collect, process, and disseminate intelligence information in support of the MAGTF. The equipment suite provides CHTs with an organic capability to: research collection requirements, process collected information; produce intelligence reports, disseminate those reports securely to supported commanders and the Intelligence Community, and provide limited organic technical support to CI and HUMINT operations. | IAS FOS | Y | Y | Y |
| MAGTF Secondary Imagery Dissemination System (MSIDS) | G-2 | MSIDS provides tactical digital imagery collection, transmission, and receiving capability for mission planning and intelligence collection. MSIDS is comprised of COTS components used to capture, manipulate, annotate, and transmit/receive imagery and video throughout an area of operation and externally. | IAS FOS | N | Y | Y |
| Enterprise DCGS Integration Backbone (DIB) Services (EDS) System | | The EDS provides enterprise services for enterprise queries, user defined subscriptions, content management and product exposure, collection and request for information management, and a collaborative environment for analysts. EDS currently interfaces with TEG, VIP-MC, and TPC FoS. | DCGS-MC | Y | N | N |

TABLE 5-2:  Intelligence Combat Information Systems

8.  **LIAISON SECTION.**

a.  The role of the Liaison Section/ Liaison Officer (LNO) is to facilitate communication between the MAGTF G-2 and adjacent and higher commands for all intelligence matters. Additionally, the LNO will serve as the direct representative for the G-2 to the US Intelligence Community representatives and the Joint and Coalition Leadership of Joint Commands.

b.  **Roles and Responsibilities**

(1) Monitor operations of MAGTF operations and higher commands in order to ensure synchronization of intelligence priorities and efforts.

(2) Be capable of speaking to the capabilities and limitations of MAGTF organic ISR assets and organizations. Oversee and advocate for the bidding, prioritization, and allocation of theater and national level ISR in support of MAGTF operations.

(3) Provide oversight and assistance to higher headquarters, Information Management Systems, and higher headquarters Current Operations section in the production of all Operational-level intelligence products.

(4) Facilitate information sharing and day-to-day intelligence coordination between MAGTF Staff Directorates and multidisciplinary sections of higher headquarters.

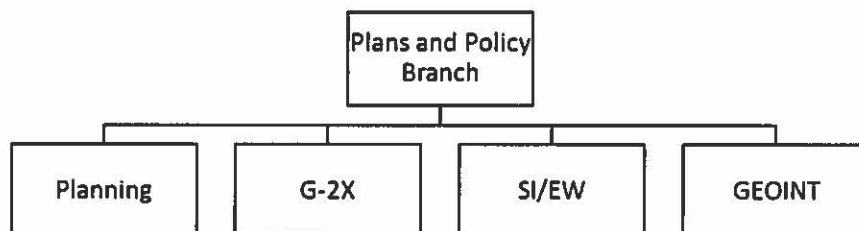5003. <u>PLANS AND POLICY BRANCH</u>

1. <u>STRUCTURE</u>



Figure 5-8:  G-2 Plans and Policy Branch Structure

2. <u>INTELLIGENCE SUPPORT TO PLANNING</u>.  G-2 Plans represents the G-2 section in support of MEF OPTs and provides comprehensive intelligence support to the planning process.  G-2 Plans consists of an Intelligence Plans Officer, an Intelligence Plans Chief and two NCOs.  This section focuses beyond 72 hours on the planning horizon.

    a.  <u>Roles and Responsibilities</u>

        (1) Coordinate G-2 estimates of supportability.

        (2) Coordinate with G-3 FOPS to identify and develop collections and intelligence support requirements.

        (3) Identify enemy capabilities and limitations, center of gravity and critical vulnerabilities.

        (4) Provide intelligence support to all steps of the planning process.

        (5) Provide intelligence support to assessments.

        (6) Coordinate IPB products for planned future operations, branches and sequels.

3. <u>COUNTERINTELLIGENCE HUMAN INTELLIGENCE (G-2X)</u>.  As a subordinate section to G-2, the G-2X OIC serves as a Special Staff Officer to the Commanding General under the cognizance of the AC/S G-2 on all matters related to the conduct of CI/HUMINT operations.  The headquarters section of the G-2X consists of the G-2X OIC, the Deputy G-2X/Operations Officer and the G-2X Chief.  The G-2X provides daily oversight and guidance to a number of functional areas that provide a coordinated CI/HUMINT collection program supporting II MEF requirements.

    a.  <u>G-2X Structure</u>.  G-2X consists of a headquarters section and three functional management sections: Counterintelligence Coordination Authority

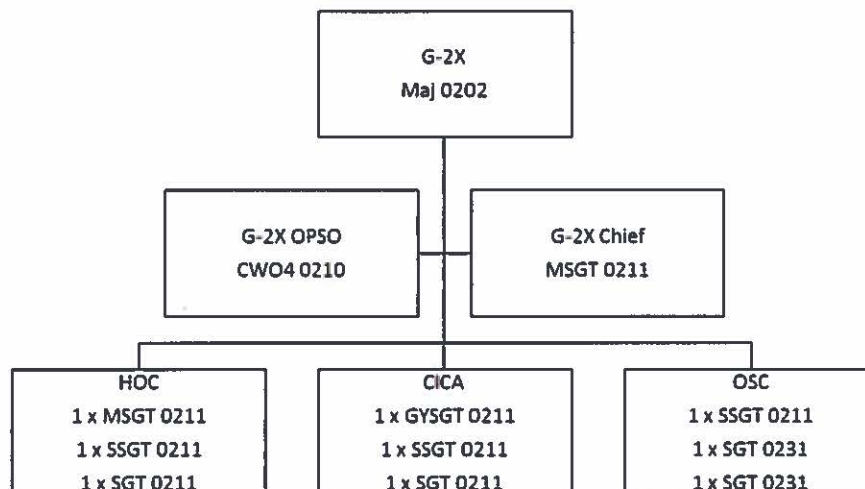(CICA), Human Intelligence Operations Cell (HOC) and the Operations Support Element (OSC).

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│ 1 x SSGT 0211│     │ 1 x SSGT 0211 │    │ 1 x SGT 0231 │
│ 1 x SGT 0211 │     │ 1 x SGT 0211  │    │ 1 x SGT 0231 │
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Figure 5-9:  G-2X Structure

   b.  Reports Management.  Reports Management is an assigned duty and occurs inside both the HOC and the CICA.  The G-2X has overall responsibility for quality control and dissemination of all intelligence reporting submitted by the supported CHD's.  The section maintains 24-hour operations with day and night Reports Officers.  The Reports Officer billets are filled by Staff Sergeant 0211's.  The G-2X is responsible for deconflicting the identities of individuals through the source registry to help preclude redundant contact of the same individual with multiple collection entities.  The G2X can also coordinate information provided by these local individuals with the analytical element to help identify redundant reporting.  The functions of the Reports Officers are as follows:

   (1) Intelligence Reporting Procedures.  After performing quality checks internal to the CHD, the CHD OIC or Chief submits intelligence and operational reports to the appropriate G-2X Reports Officers.  The G-2X reports officer ensures that the reports conform to guidance, conducts coordination and deconfliction with relevant embassy personnel or other effected intelligence elements prior to recommending publishing by the G-2X.

   (2) The Reports Officer performs a quality check of the reports according and will make minor corrections in format, spelling, punctuation, grammar, etc.  However, changes to the report that affect the content, meaning, or intelligence significance are highlighted, commented on, and returned to the CHD OIC or Chief for correction.

   (3) Once the Intelligence reporting meets intelligence community standards, the Reports Officer recommends release to the G-2X Officer.  IIRs are released via the HUMINT Online Tasking and Reporting (HOTR) portal.  Operational reports and administrative reporting are maintained at the originating CHD and at the G-2X for further development of the source.

   c.  Operational Support Cell (OSC).  The OSC is a combined CI/HUMINT analysis section that focuses solely on validation of CI/HUMINT Sources and their information by thoroughly reviewing all reporting as well as source administration information.  The OSC is comprised of both CI/HUMINT Specialists and All-Source Analysts.  The OSC also fills the role of

Collection Manager. In the Collection Manager role, the OSC provides focus through the dissemination of collection requirements to the CHDs in the field. HUMINT Collection Requirements for II MEF, its MSC/Es and external entities can be submitted as a Source Directed Requirements (SDR), ad hoc Collection Requirements, and Time-Sensitive Collection Requirements (TSCR) via SIPRNET email using the collection requirement request form located on the G-2X SharePoint. SDRs, ad hoc Collection Requirements, TSCR, and EVALs each should have separate folders on the shared drive. The OSC will maintain a Productions Tracker also located in the Collections Management Folder, which will list all previous SDRs, ad hoc CRs, TSCRs, and EVALs submitted and received. The OSC will conduct a quality control check of the requirement to validate it as a requirement that can be satisfied by a HUMINT element. Once the quality check is complete, the OSC will email the request to the appropriate CHD(s), as well as courtesy copy the consumer who submitted the request.

d. <u>Source Management</u>. The two Source Managers are responsible for registering, monitoring and de-conflicting sources involved in CI and HUMINT operations. Each Source will be registered officially into the Source Operations Management Module (SOMM) or appropriate theater database, and the Source Managers will be responsible for issuance of all source numbers. All sourcing information beyond intelligence reporting will be strictly controlled and access to such information is prohibited outside the G-2X structure due to the sensitive nature of the information contained in operational reporting.

(1) <u>Daily Operational Requirements</u>. The source manager's daily operational tempo consists of administration processing, source de-confliction, interaction with the CHDs and the J-2X Theater Source Manager. The CHDs will submit various reports on a daily basis to the Source Managers who will ensure the information is archived and entered in the proper database or tracking spreadsheet. The Source Managers will also provide a quality control function for all operational reporting received from the CHDs.

(2) <u>Weekly Operational Requirements</u>. On Thursdays, the source managers request that all CHDs submit their weekly source logs to reconcile the CHD files with the master file maintained by the Source Managers at the G-2X. The weekly source logs are used by the Source Managers to verify that all reported independent source operations are being tracked and managed.

e. <u>Funds Management</u>. The G-2X Chief is also the G-2X Funds Manager. The G-2X Funds Manager is the coordinating authority for all matters pertaining to CI/HUMINT funds, including Emergency & Extraordinary Expense (E&EE), Marine Corps Counterintelligence/HUMINT Program (MCCHP), theater Small Rewards Funds and any Coalition International Intelligence Funds (IIF) if available. The standard duties the Funds Administrator has include drawing and dispensing funds, providing guidance on proper use of these funds, coordination with the II MEF Comptroller, II MEF Disbursing Office, theater Marine Component G-2X and the collection and retention of all CI/HUMINT funds vouchers and claims for II MEF.

(1) <u>Extraordinary Emergency Expense Funds (E&EE)</u>. E&EE, Subhead 12VD Funds are used only for expenditures directly related to intelligence and counterintelligence (CI) information collection activities. Subhead 12VD Fund expenditures are authorized only when security considerations, opportunity, timeliness or other circumstances make the use of other funds impossible, impractical or undesirable. E&EE, Subhead 12VD Funds will not be

used if another appropriation exists to which a proposed expenditure can be vouchered without jeopardizing the mission.

(a) The use of E&EE, Subhead 12VD Funds for other than strictly defined intelligence/CI operational activities is explicitly prohibited. Claims against E&EE, Subhead 12VD Funds for expenditures determined to be improper will be disallowed. Common sense and sound judgment are essential in making decisions concerning the efficient and proper expenditure of E&EE, Subhead 12VD Funds. Responsible administration and management of E&EE, Subhead 12VD Funds are crucial to the continued authority for use of these funds. When doubt exists concerning the propriety of a specific expenditure, guidance will be requested from the G-2X Funds Manager before the expense is incurred.

(b) Responsible Officers must provide a consolidated monthly E&EE report, to include vouchers for all expenditures to arrive at the G-2X no later than close of business on the 5th day prior to the end of the reporting month. This expenditure report may be either letter or may be submitted via email. Negative reports are required. These reports identify total expenditures for the reporting period. If no expenditures occurred, the Responsible Officer will still be required to submit a monthly obligation report, outlining the fact that no funds were expended during the reporting period.

(2) Marine Corps Counterintelligence HUMINT Program (MCCHP). MCCHP is an Operations and Maintenance (O&M) funding line within the Marine Corps annual intelligence budget used to support CI and HUMINT operational activities.

(a) Subordinate CI/HUMINT organizations will submit MCCHP requests via their CI/HUMINT operational chain of command to the command-level MCCHP Manager for approval.

(b) Disbursal of MCCHP to subordinate organizations will be coordinated between the command-level MCCHP Manager and the Comptroller (example: MARFORCOM CIHO coordinates the disbursal of MCCHP to MARCENT via the MARFORCOM Comptroller; the MARCENT CIHO will coordinate further disbursal of funds to subordinate G-2X via MEF Comptrollers).

(c) The G-2X is designated as the MCCHP Manager in writing by AC/S G-2. MCCHP Managers are responsible for exercising oversight and tracking expenditures of funds disbursed to subordinate CI/HUMINT organizations. Command-level MCCHP Managers may establish local procedures for accounting and oversight of disbursal and expenditure of MCCHP among subordinate CI/HUMINT organizations (example: Command-level fund manager requires subordinate CI organizations to submit Monthly Expenditure Reports and/or chain of command endorsements of individual requests from subordinate CI/HUMINT organizations, etc.).

(3) The G-2X maintains Fiscal Year records for the following:

(a) MCCHP Administrator Appointment Letters.

(b) Annual MCCHP Budget Submissions.

(c) Supplemental MCCHP Requests.

(d) Quarterly Expenditure and Obligation Reports.

(e) Individual expenditure requests and justifications from subordinate CI organizations.

        (f) Authorizations of individual expenditures exceeding $25,000 received from the MCIA MCCHP Manager.

        (g) Copies of receipts, travel claims and other expense documentation that verify validated expenditures.

      (4) Local Accounting Procedures. CHDs will provide copies of all receipts, settled travel claims, and other documentation that reflect authorized MCCHP expenditures to the command-level MCCHP Manager. A cover letter will be attached to expense documentation that identifies the expenditures. A copy of the original request for funds will be appended as an enclosure to the cover letter. These documents will be maintained for quarterly reconciliation and inspection purposes. Records will be maintained for a period of 5 years per reference (j).

    f. The G-2X also has specific staff oversight and IO responsibilities for the MSO activity of interrogation.

3. SIGNALS INTELLIGENCE/ELECTRONIC WARFARE (SI/EW). The SI/EW Section serves as the G-2 primary advocate and advisor on Signals Intelligence (SIGINT) support to operations. This section provides oversight to all operational and tactical SIGINT operations in support of II MEF. The section is responsible for all matters pertaining to the effective employment of SIGINT and EW capabilities. In the execution of assigned duties, the SIGINT/EW Section serves as the II MEF coordination element with higher, adjacent, and MSC/Es, and other staff sections within the II MEF Command Element (CE).

    a. Structure. The Command Element SIGINT/EW section consists of (4) Marines: The Staff SIGINT/EW Officer, SIGINT/EW Chief, the Communications Intelligence (COMINT) Planner, and the Electronic Intelligence (ELINT) Planner.
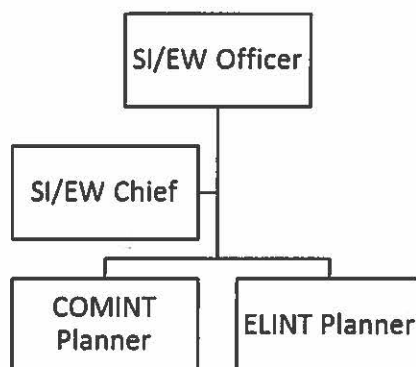
Figure 5-10: G-2 Signals Intelligence / Electronic Warfare Structure

    b. Roles and Responsibilities

      (1) Responsible to the MEF G-2 for the planning, direction, and execution of MAGTF SIGINT and Electronic Warfare operations.

      (2) Coordinate with other intelligence staff officers, the Radio Battalion OIC, ACE G2, and operations personnel to prepare SIGINT and EW plans and orders for the MEF.

      (3) Advises AC/S G-2 and staff on SIGINT, EW, and cryptologic language capabilities, limitations, and gear.

(4) Coordinates with the Collection Management Officer and Radio Battalion Operations Section to coordinate, plan, supervise, and assist SIGINT collection requirements and tasking in support of MEF operations.

(5) Coordinates with the SARC, Radio Battalion, and G-3 COPS to communicate movements, operations, and reporting of SIGINT units.

(6) Ensure integration of SIGINT into all source intelligence production by coordinating between Radio Battalion and Intelligence Operation Center analysts.

(7) Coordinates with the dissemination officer to plan for the timely reporting of SIGINT-derived intelligence to MEF and external elements and the rapid handling of perishable SIGINT information. Additionally, ensures production and dissemination in accordance with applicable directives and policies when necessary.

(8) Assists intelligence operations officer with preparing and presenting special intelligence briefings and reports as required.

(9) Advises AC/S G2 and G2 personnel on all SIGINT and EW-related laws, policies, directives, and regulations.

(10) Coordinates with national and theater intelligence authorities for the planning and execution of MEF SIGINT operations.

(11) Responsible for ensuring the timely and correct submission of required approvals, requests, and waivers by subordinate SIGINT units.

4. GEOSPATIAL INTELLIGENCE SECTION (GEOINT).

a. Structure. The GEOINT Section is composed of the Meteorology and Oceanography (METOC)/Geospatial Intelligence Officer, a Geographic Chief with attached section, an Imagery Intelligence (IMINT) Chief with attached section, and a METOC Chief with attached section. (Note: individual sections attached as required).
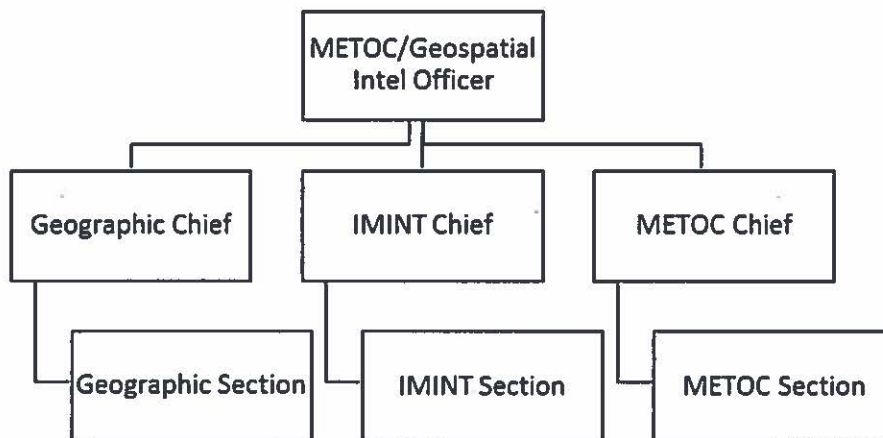


Figure 5-11: G-2 Geospatial Intelligence Section Structure

b. Geospatial Intelligence Section Roles and Responsibilities

(1) Develop specialized geospatial intelligence products for the MAGTF.

(2) Coordinate geographic production requirements through organic assets or Non-Government Agencies (NGA).

(3) Provide IPB support to the MAGTF for battle management and planning efforts and provide IPB-related support to MAGTF elements beyond their organic capabilities.

(4) Establish and maintain intelligence data bases to support intelligence production and analysis.

(5) Integrate, de-conflict, analyze, and disseminate theater, inter-service and national geospatial data bases for the MAGTF.

(6) Provide GEOINT and specialized mapping, graphics and other geospatial information and services, and GEOINT products in support of MAGTF Operations.

(7) Exploit and analyze all-source, multi-sensor imagery to derive intelligence pertaining to installations, dispositions, strengths, and activities of various conventional and non-conventional forces.

(8) Employ imagery methods and techniques in the planning and tasking of multi-sensor platforms, organic and external to the supported MAGTF.

(9) Conduct exploitation and assist in imagery management by administering and managing the MAGTF imagery server.

(10) Provide IMINT reports and imagery-derived products to the MAGTF as directed. Provide Ground Moving Target Indicator (GMTI) products to support the MAGTF.

(11) Conduct liaison with the MCIA or other agencies to obtain imagery products in support of the MAGTF or supported commander's IR's.

(12) Collect and analyze all METOC data, to derive intelligence pertaining to operation areas, weapons platforms, impact hazards, and extended activities in the local operations area.

(13) Employ METOC methods and techniques in the planning and tasking of all organic and external assets to the MEF or supported MAGTF.

c. <u>Geographic Section</u>. The geographic section of the GEOINT Section is responsible for providing intelligence that identifies the geographic location and characteristics of natural or constructed features and boundaries on the earth, including: statistical data; information derived from, remote sensing, mapping, and surveying technologies; and mapping, charting, geodetic data, and related product support to the IOC and MEF subordinate units. The geographic section's responsibilities will encompass all activities involved in the planning, collection, processing, analysis, exploitation, and dissemination of geospatial information in order to gain intelligence about the operational environment, visually depict this knowledge, and fuse the acquired knowledge with other information through analysis and visualization processes.

d. <u>IMINT Section</u>. The imagery section provides imagery and IMINT support to the MAGTF commander and its MSC/Es as directed. The section is capable of exploiting imagery from national, theater and tactical assets. The section is responsible for appropriate dissemination of IMINT products.

e. <u>METOC Section</u>. The METOC section provides meteorology and oceanography support to MEF operations by providing forecasts and assessments on weather's impact to MEF operations. The METOC officer and chief act as the Senior METOC Officer (SMO) for MEF operations and are responsible for coordinating all METOC support to the II MEF Commander and staff, MSC/Es, and other units as directed. The SMO will create an Annex H (METOC Operations) for each OPLAN/EXPLAN that is tailored to identify specific support

requirements, responsibilities, and references. MEF METOC units collect the meteorological and oceanographic data used to create METOC products by using all available national, theater, and organic (MetMF(R) NEXGEN and NITES IV) assets. The METOC data is received via a robust array of remote and in-situ environmental sensors, "smart" reach back to joint and national METOC centers of expertise (COEs), readily available gridded databases, and direct machine-to-machine (M2M) interaction between METOC systems and MAGTF command and control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR) systems. When required during joint operations, the METOC officer or chief shall act as the theater Joint METOC Officer (JMO) per JP 3-59, Meteorological and Oceanographic Operations.

    f.   Geospatial Intelligence Products

        (1) The geospatial intelligence products listed below (available to MSC/Es) will make use of the full-spectrum of GEOINT or be single-discipline specific/focused.

           (a) Beach Study. Beach studies provide detailed information on beaches and other potential points along the coastline that support amphibious operations.

           (b) Landing Zone and Drop Zone Study. These all-source intelligence studies identify potential landing zones (LZs) and drop zones (DZs) based on terrain factors. These factors include vegetation, slope, surface materials, and obstacles. The analysis also identifies approach patterns, potential exits, total area, as well as major and minor axes of the LZ and DZ.

           (c) Hydrographic Study and Riverine Analysis. Hydrographic studies and riverine analysis focuses on rivers and streams within the area of operations to support transportation and other requirements. These studies identify environmental affects and potential obstacles and their impacts on maneuvering forces.

           (d) Lines of Communications Study. All-source lines of communications (LOC) intelligence studies provide detailed information on the transportation infrastructure within the area of operations. LOC studies include textual and graphical information on the roads, railroads, bridges, tunnels, airfields, and by-passes.

           (e) Urban Study. These are high-resolution specialized studies of the urban environment to support Military Operations in Urban Terrain (MOUT). The analysis is completed initially using FD in support of IPB. It also provides two- and three-dimensional battle space views to support planning and rehearsal.

           (f) Modified Combined Obstacle Overlay. The modified combined obstacle overlay (MCOO) is an intelligence product used to depict the battle space's effects on military operations. The MCOO is the graphic terrain analysis on which significant IPB products and analysis are based. It may be portrayed using either actual maps and overlays or the basic digital data base of the battle space area evaluation, terrain analysis, and weather analysis phases of the IPB process.

           (g) Cross-Country Mobility Study. Cross-country mobility studies identify severely restricted, restricted, and unrestricted terrain that is not improved specifically for vehicular and foot traffic. It also identifies the types of vehicles that may travel across that terrain. Analysis includes factors such as vehicle and vegetation types as well as terrain slope, surface, and subsurface materials.

(h) Unanalyzed 3D Fly-Through. This product shows factual information in three dimensions such as buildings, streets, and topography of an area.

(i) Analyzed 3D fly-through. This product uses the same fly-through and information used above that has been interpreted or analyzed and/or combined with intelligence data derived from photos taken by a HUMINT source that show precise details on buildings that might affect collection. It also includes intelligence data from SIGINT, HUMINT, OSINT and MASINT sources that show enemy and threat locations. The simulation allows predictions on where the enemy may be located.

(j) Population Demographics. This product visually depicts the geographic locations of various population demographics (i.e. ethnic groups, religious groups, age distribution, income groups).

(k) Key Terrain Study. This product depicts any locality or area (natural or manmade) that the seizure, retention, or control will afford a marked advantage to either combatant.

(l) Observation and Fields of Fire Graphic. This product can depict the ability to see the threat either visually or through the use of surveillance devices (observation) and/or the areas that a weapon may effectively cover with fire from a given position (fields of fire).

(m) Cover and Concealment Graphic. This product can depict protection from the effects of direct and indirect fires (cover) and/or the protection from observation (concealment). Ditches, caves, river banks, folds in the ground, shell craters, buildings, walls, embankments, woods, underbrush, and other natural or manmade features can provide cover and/or concealment.

(n) Obstacles Study. This product can geographically display any natural or manmade feature that stops, impedes, slows, or diverts military movement.

(o) Avenues of Approach and Mobility Corridor Study. Avenues of approach (AAs) are air, sea or ground routes of an attacking friendly or threat force of a given size leading to its objectives or to key terrain in its path. Mobility corridors are areas where a force will be canalized due to terrain restrictions. This product will show where these areas will likely be based on analysis of the terrain.

(p) Airfield Studies. Airfields can have a significant effect on operations. An airfield study may include: Description of airfield(s) in the area of operations (AO); description of the individual airfield layout; description of the runways (operational and non-operational), taxiways (operational and non-operational), control tower, parking and warmup aprons, hardstands, navigation aids, communications facilities, Petroleum, Oil, and Lubricant (POL) storage areas, maintenance facilities, hangars, hardened aircraft bunkers (HAB), hardened aircraft shelter (HAS), housing facilities, and administrative areas. An airfield study should also include the location and description of the enemy (threat) air defenses and any vertical obstructions in the area. When time permits, analysis should also determine how the airfield is tied into the national or regional integrated air defense system (IADS).

(q) Port Facility Study. Information on ports, naval bases, and shipyard facilities is essential for estimating capacities, capabilities, vulnerabilities, and other characteristics of military significance. A port study may include: the identity of the port (including local name and

military designation, if any), general description, and classification of the type of port or harbor it is. The analyst will also identify the largest vessel accommodated; determine the protective works of the harbor; and locate the approaches and entrances to the harbor, anchorages, free swinging mooring areas, fixed mooring berths, general cargo wharves, bulk cargo wharves, supplementary wharves, principal wharf, offshore pipeline berths, hardened and unimproved sites usable for cargo, sources of potable water, cranes, storage facilities, dry docks, navigation aids, obstructions, defenses, and communications facilities. The analyst should be able to determine the hydrographic conditions, the estimated military port capacity in metric tons per day, how the harbor is maintained, operating data, and expansion potential of the port.

(r) Raid Package. The highly detailed information required during the planning stages of a raid or assault on an individual building or compound is often referred to as a "raid package" regardless of the actual purpose of the mission for which the information is provided. The intelligence must be detailed enough to support specific mission planning. A raid package may identify the local name and location of the building; identify the type of building; locate and assess the outer barriers surrounding the building or compound; locate the gaps in the barrier and determine the dimensions; determine the general axis of the building and the direction the main entry faces; identify the location and give a description of all culverts, service tunnels, sewer manholes, and other passageways that pass under the barrier; locate the outside-lighted areas; locate the guard and observation posts; locate the guard forces; locate the potential LZs/DZs; identify the routes (ingress/egress, foot/vehicle) into the building/compound; locate all the entrances to the building; describe the doors, windows, locks, and observable security systems; determine the type and composition of the outer wall; describe the buildings surrounding the target facility; and describe the terrain in direct proximity of the target.

(s) MAGTF Standard Tactical METOC Forecasts. These products provide a common baseline forecast that may be provided during MAGTF operations. These tactical support products are normally developed for large scale operations and tailored or modified as necessary by on-scene METOC forces to meet specific operational requirements and tactical situations. These forecasts will include standard METOC elements with weather-specific impacts to operations. This forecast is included as a standard element in the INTSUM.

(t) METOC Impacts Matrix. Environmental elements and their associated impact on operations are the primary focus of the METOC Impacts Matrix. It is normally part of the Standard Tactical METOC Forecast and IPB and assists commanders and planners in COA development and maintaining situational awareness of environmental conditions during the execution phase of an operation. It may also be used in confirmation briefs to assist decision makers in making Go/No-Go decisions for mission execution based on previously determined thresholds for METOC elements. The impact of METOC conditions on specific mission areas will be defined as favorable (no impact), marginal, or unfavorable (significant). This product is tailored and adapted to meet specific operational criteria or mission parameters. Though the commander and mission drive the format and content of the matrix, units should strive to establish standard METOC thresholds and formats as part of the SOP in order to facilitate a common understanding of the METOC Impacts Matrix amongst members of the unit. Doing so can significantly reduce the coordination required to develop the matrix for standard missions, operations, and systems thereby promoting operational tempo and ongoing IPB.

The METOC Impacts Matrix is typically color coded to help the decision maker quickly assess the impact of METOC conditions on impending operations and decisions. A standard METOC Impacts Matrix is included within MCWP 3-35.7, MAGTF METOC Operations and is normally included as an appendix to an Annex H.

(u) Climatology Study. Climatological products can be prepared for any location of interest for any time of year. They may be confined to a specific location and season or month of the year, or cover large areas for an entire year and all seasons. Climatological products require the collection of historical data and in depth research of available references to identify METOC patterns, trends, and averages and extremes of METOC elements and conditions for the area of interest observed over a period of time. The requirement for climatological products needs to be identified as early as possible to allow time to gather and research relevant references. Generally, a minimum of one week is required to produce a climatological package depending on the time and space considerations for the area of interest. These products provide a first glimpse of METOC conditions in the area of interest during the initial IPB and are normally prepared as part of pre-deployment and deliberate planning for operation orders and plans. A climatological summary and operational assessment is usually included in an Annex B. It is important to note that while climatological information is based on historical conditions, current and future conditions and trends may vary or deviate from the historical averages.

(v) Specialized Forecast Products. The following forecast products are normally not produced as part of a daily battle rhythm but can be provided upon request:

1. Tactical Atmospheric Summary (TAS). The TAS provides an atmospheric refractive summary, tactical assessment, electromagnetic sensor performance predictions, infrared sensor detection range predictions and communication range predictions. The TAS provides information to exploit the electromagnetic and electro-optical regions of the spectrum.

2. Amphibious Objective Area Forecast (AOAFCST). The AOAFCST is designed to provide support for exercise/real-world amphibious landings and rehearsals. It includes a plain language meteorological situation, 24-hour forecast for the amphibious objective/landing area, surf forecasts for target beaches, tactical assessment, abbreviated atmospheric summary, and astronomical data. A radiological and chemical fallout forecast would be appended as the tactical situation dictates.

3. Strike Forecast (STRKFCST). The STRKFCST is designed to provide a coordinated forecast whenever multiple strike (Offensive Anti-Air Warfare[OAAW]/Suppression of Enemy Air Defenses [SEAD]/Deep Air Support [DAS]) platforms (Marine Attack squadron [VMA]/Marine Fighter/Attack squadron [VMFA]/Marine Tactical Electronic Warfare squadron [VMAQ]) operating as an integrated force under one tactical commander. It includes a plain language meteorological situation, 24-hour forecast of enroute and target weather, outlook to 48 hours, tactical assessment, and electro-optical and electromagnetic sensor performance predictions.

4. Assault Forecast (ASLTFCST). The ASLTFCST is designed to provide a coordinated forecast whenever multiple assault support platforms (Marine Aerial Refueler Transport Squadron [VMGR]/Marine Heavy Helicopter Squadron [HMH]/Marine Medium Helicopter Squadron [HMM]/Marine Light/Attack Helicopter Squadron [HMLA]) are operating as an integrated force under one tactical commander. It includes a plain language meteorological situation, 24-hour forecast of enroute, Forward Arming and Refueling Point (FARP), Rapid

Ground Refueling (RGR) and landing zone weather, outlook to 48 hours, tactical assessment, and electro-optical sensor performance predictions.

     <u>5</u>.  Target Acquisition Weapons Software (TAWS).  The effects of weather on sensor performance of various weapon systems and platforms are complex and do not lend themselves to easy treatment.  Although new technology continues to offer advantages that increase performance of "smart" weapons, an unavoidable and intangible factor is the weather and its impact on them.  TAWS is a program composed of various physical models that predicts the performance of air-to-ground weapon systems and direct view optics based on environmental and tactical information.  The resultant product is an electro-optical decision aid.  Performance is expressed primarily in terms of maximum detection or lock-on range.  TAWS supports three regions of the spectrum: infrared, visible, and laser.

     <u>6</u>.  Advanced Refractive Effects Prediction System (AREPS).  The AREPS software program was developed to exploit the electro-magnetic spectrum by predicting the performance of electromagnetic systems with regard to the refractive effects of the environment on electromagnetic energy.  AREPS computes and displays a number of decision aids using historical meteorological information, locally collected meteorological information, or numerical forecast model data.  These decision aids are airborne and surface-based radar probability of detection, electronic surveillance measure (ESM) vulnerability, ultra-high frequency (UHF)/very high frequency (VHF) communications, simultaneous radar detection and ESM vulnerability, range-dependent raytrace, and a surface-search range table.  All decision aids are displayed as a function of height, range, and bearing.  Detection probability, ESM vulnerability, communication, and surface-search range assessments are based on electromagnetic (EM) system parameters stored in a user-changeable database.  Paths containing land features depend on terrain data either obtained from the National Geospatial-Intelligence Agency (NGA) digital terrain elevation data (DTED) or specified from an alternate source.

     <u>7</u>.  Solar Lunar Almanac Program (SLAP).  The Solar and Lunar Almanac Prediction (SLAP) program provides monthly or daily summaries of ephemeral data for the sun and moon locations worldwide.  These summaries include times for sunrise and sunset, moonrise and moonset, beginning and ending of nautical and civil twilight, total illumination, time and altitude of sun and moon meridional passage, lux values for night vision goggle illumination data, shadow data, and 24 hour solar and lunar positions (altitude and azimuth).  Both alphanumeric and graphical output products are available.

     <u>8</u>.  Beach Survey Chart (BSC).  The BSC enables the creation, display, and editing of a digital beach chart as surveyed by a Sea, Air, Land (SEAL) Team.  The program allows manually entered chart data, can read charts from or write charts to a media storage device, and can access a database of previously digitized BSCs.

     <u>9</u>.  Surf Forecasting (SURF).  The SURF program predicts surf conditions for amphibious operations based on ocean waves that have moved from deep water through the surf zone and on to the shore.  It requires near shore depth profile data or can make use of the depths in a beach chart that has been created using the BSC program.  A calculated Modified Surf Index is compared with the operational limits of various landing craft to judge craft suitability under projected surf conditions.

     <u>10</u>.  Tidal Prediction (TIDES).  This program provides a time series of hourly tidal height at the locations of tidal stations worldwide.  It also lists the times of high and low tide at the stations.  The prediction

includes the effect of astronomical tides, but not storm surge. TIDES retrieves tidal station constituents from a database to make the prediction of tidal height. Caution should be exercised when deriving tidal data for locations other than tidal stations. Due to a number of variables such as water depth, slope, and distance from the tidal station, significant errors can occur.

11. Annotated Imagery of Littoral Areas. Images obtained from land satellite, the French *satellite pour l'observation de la terre* (commonly known as SPOT), or other national technical means are analyzed to extract oceanographic parameters. Detected obstructions, reefs, shoals, near shore currents, water clarity, and sea surface temperatures are typically annotated.

12. Environmental Support Packet (ESP). An ESP describes near shore oceanographic conditions by providing evaluated data on near shore hydrography, tides, currents, marine life, and water clarity. It normally includes an oceanographic executive summary to highlight significant features.

13. Hydrographic Survey. The purpose of a hydrographic survey is to systematically collect information about the foreshore and near shore sea approaches to a designated landing beach. This information will be transferred to a hydrographic sketch, which may be used by the commander, landing force (CLF). The survey normally encompasses the near shore area from the three-fathom line to the water's edge; the foreshore, backshore, and hinterland for about 100 yards; and the length of the beach as designated by CLF. The hydrographic survey and beach survey overlap in that they both cover the foreshore.

14. Space Weather Study. A space weather study will provide the effects of solar storms on HF and UHF communications capabilities along with ISR platform connectivity.

g. Equipment

(1) Geographic Section.

(a) Equipment. The Geographic Section's mission is accomplished via the Topographic Production Capability (TPC) family of systems. The scope of the equipment varies by the mission and size of the IOC. Equipment includes: the Deployable Geospatial Information Library (DGIL) server(s) and workstations, Digital Terrain Mapping System (DTAMS), DTAMS-Light, Survey Set, and Stock List Level-3 (SL-3) gear to include plotters and scanners. The Geographic Section also has the additional capability of conducting geodetic surveys through its survey equipment during tactical IOC operations. This asset can be utilized to create or update map data for geographic production and has many other applications for intelligence and operations.

(b) Support. 2d Intel Bn has a Field Service Representative (FSR) who provides tier 3 level of support for the TEG. The FSR is responsible for providing system setup, maintenance and support in the event the system fails. The FSR is required to deploy with 2d Intel Bn if directed.

(2) Imagery Interpretation Section.

(a) Equipment. The Imagery Interpretation section uses the Virtual Image Processing-Marine Corps (VIP-MC) with the Tactical Exploitation Group Remote Work Stations (TEG-RWS) to process and exploit raw imagery data from the Advanced Tactical Airborne Reconnaissance System (ATARS) and other

sources.  The VIP-MC disseminates tactical imagery through the Distributed Common Ground/Surface System-Enterprise (DCGS-E) via the DCGS Integration Backbone (DIB) on the Secret Internet Protocol Router (SIPRNet).  An element of the Imagery Section uses the Target Material Production component of the DCGS-Marine Corps (DCGS-MC) to produce precision points in support of deliberate target planning efforts.

(b) Support.  2d Intel Bn has a Field Service Representative (FSR) who provides tier 3 level of support for the TEG.  The FSR is responsible for providing system setup, maintenance and support in the event the system fails.  The FSR is required to deploy with 2d Intel Bn if directed.

(3) METOC Section.

(a) Equipment.

1.  NITES IV.  The NITES IV is designed as a scalable, flexible, and mobile system for a first in and last out capability.  The primary differences between the Meteorological Mobile Facility Replacement Next Generation (METMF(R) NEXGEN) and NITES IV are size, logistics, scalability, mobility, and the METMF(R) NEXGEN has organic sensing capabilities while the NITES IV sensing capabilities are limited.  Thus, the NITES IV relies heavily on reach back communication connectivity to METMF(R) NEXGEN databases for data and products.  The NITES IV provides personnel access to METOC data and products which are then analyzed and tailored for a specific mission.  Specific capabilities the NITES IV brings to the battle-space follow:

a.  The system is compatible with evolving joint communications and METOC architectures.

b.  Secure and unsecure data connectivity.

c.  Automated Weather Observation Station (AWOS) that measures surface winds, surface air and dew point temperatures, liquid precipitation rate, cloud heights, horizontal visibility, atmospheric pressure and altimeter settings, and electric field potential.

d.  Kestral 4500, handheld weather sensor.  This sensor is not certified but provides estimates of surface wind direction and speed, surface air and dew point temperatures, humidity, atmospheric pressure, altimeter setting, pressure altitude, and density altitude.

e.  Production of Tactical Decision Aids (TDAs) for electro-optical sensors and electromagnetic systems.

f.  Worldwide astronomical and tidal predictions.

g.  First in, last out METOC capability.  Reach back access to METOC data and products in METMF(R) NEXGEN

2.  METMF(R) NEXGEN.  The METMF(R) NEXGEN is a highly mobile, fully integrated, FORCENet compliant USMC tactical support system; delivers relevant, timely METOC products & mission impact assessments via publish and subscribe means.  Provides data collection, atmospheric analysis, value added production & dissemination.  Ingests data from reach back to regional DoD METOC centers combined with in-situ data & imagery received from meteorological satellite reception, Doppler RADAR, upper air, surface sensors & populates in on-scene database.  Provides a mesoscale "NOWCAST" modeling capability enabling complete environmental data fusion.

5004. __SPECIAL SECURITY OFFICE (SSO)__. The SSO Section is responsible for ensuring the physical and personnel security of any G-2 Sensitive Compartmented Information Facility (SCIF) or tactical SCIFs (T-SCIF), as well as implementing and overseeing adherence to all required DOD security measures for those individuals operating inside the workspace. The SSO acts as the principle advisor to the G-2 in the proper safe-guarding of sensitive, classified materials and supervises the administrative requirements for DOD compliance. The SSO is governed by references (j) and (k).

a. __Structure__. MEF SSO section consists of the SSO Chief, System Security Manager, 2 Assistant SSOs, and the Special Security Representative (SSR), and is subordinate to the CG II MEF SSO.

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 │ Security  │  │ Representative  │  └──────┬───────┘
 │  Manager  │  └────────────────┘         │
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                                    │ SSO Assistant│
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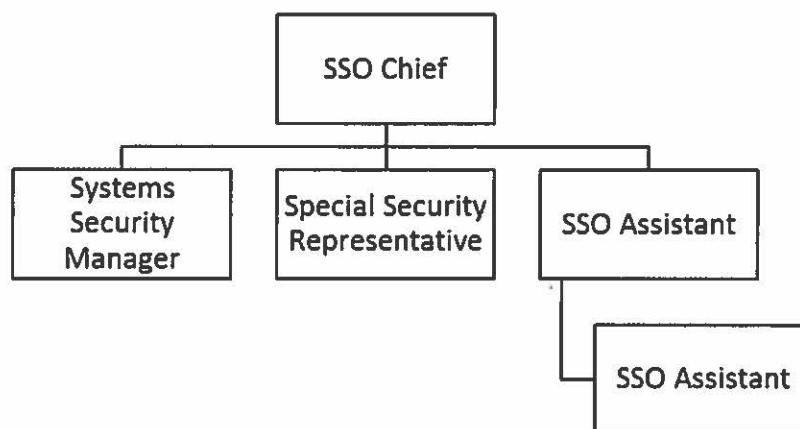
Figure 5-12:  G-2 Special Security Office Structure

b. __Roles and Responsibilities__. The ultimate goal while dealing with classified material is to balance threats and vulnerabilities against appropriate security measures in order to reach an acceptable level of risk. Proper security planning for a SCIF is to deny foreign intelligence services and other unauthorized personnel the opportunity for undetected entry into those facilities and prevent exploitation of sensitive activities. The Cognizant Security Authority (CSA) is responsible for ensuring that SCIFs comply with policy, and is authorized to inspect any SCIF and implement action to correct any deficiencies in security policies. The CSA may further delegate T-SCIF accreditation authority one command level lower.

(1) Special Security Office. The SSO is responsible for ensuring physical security of classified material as well as ensuring compliance with DOD personnel security standards and for determining the appropriate level of armament the external security guards are to have for the area around the T-SCIF

(a) Information Security Systems Manager (ISSM). The ISSM is responsible for implementing DOD information security policies for the MEF JWICS network.

(b) SSO Assistants (ASSO). The ASSO is responsible for the management of daily operations of the Special Security Office and enforcement of SCI security policies within this organization. Responsibilities for the Assistant Special Security Office are contained in reference (j).

(c) Individual users. Each user is responsible for the safekeeping of all classified materials within the T-SCIF. Each user is

responsible for understanding the policies applicable outlined in references
(j) and (k) to the use of deadly force.

    c.  Implementation

        (1) Personnel Security.  The protection of SCI is directly related to
the effectiveness of the personnel security program.  Reference (j) outlines
personnel security requirements governing SCI information.

        (2) Physical Security.  Refer to physical standards for the
construction, modification and protection of SCIFs in reference (k).

5005.  RADIO BATTALION.  The Radio Battalion Detachment conducts
expeditionary SIGINT and EW operations in support of II MEF in order to
support full-spectrum operations throughout the area of operation.  The
detachment is organic in the MHG and in general support of the MEF.

1.  Structure.  The Radio Battalion detachment is organized into six distinct
elements:  the Headquarters and Operations Section (HQ/Ops), the Operations
Control and Analysis Center (OCAC), the Operations Control Element (OCE),
Radio Reconnaissance Teams (RRT), Light Armored Vehicle-Electronic Warfare
(LAV-EW) teams, and SIGINT Support Teams.

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                          │ Det 2d RADBN │
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          ┌──────────────┐              ┌──────────────┐
          │ HQ/Operations│──────────────│    OCAC      │
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                 │   OCE   │            │  RRT-1  │
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| SST-1 BLT-1 | SST-2 BLT 2 | SST-3 BLT 3 | MEWSS-1 LAR Co 1 | MEWSS-2 LAR Co 2 | RRT-2 |
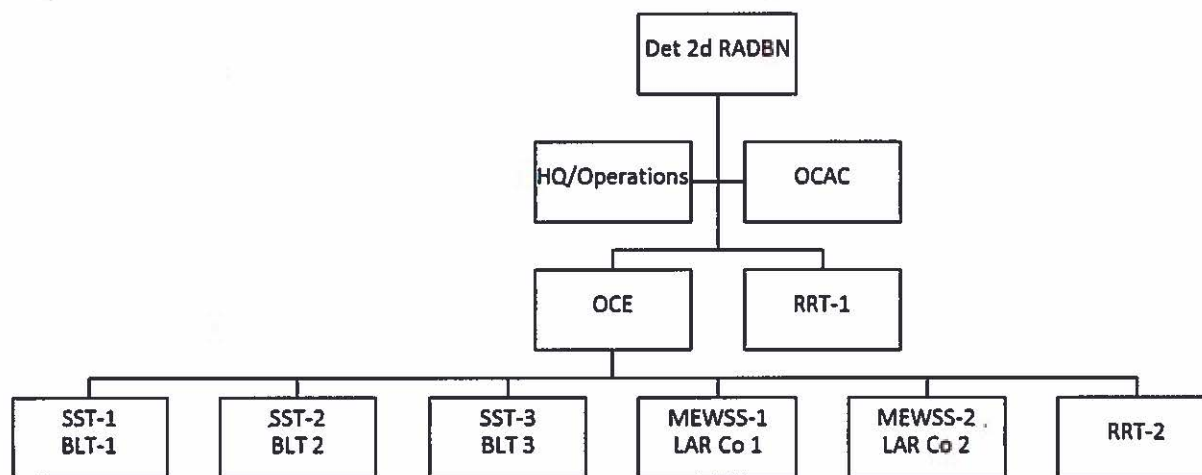
Figure 5-13:  Radio Battalion Structure

    a.  Headquarters/Operations Section (HQ/Ops).  The HQ/Ops section is
responsible for the command and control of the detachment and for providing
overall leadership and direction.  HQ/Ops is responsible for deployment of
SIGINT personnel and equipment in accordance with established United States
Signals Intelligence Directives (USSIDs) and theater policy.  The section
also coordinates with the theater Cryptologic Support Group (CSG) and the
NSA/CSS Cryptologic Representative (NCR) to leverage national and theater
resources of the US SIGINT System (USSS) in support of MEF requirements.

b.   Operations Control and Analysis Center (OCAC).  The OCAC is responsible for technical control and collection management of MEF SIGINT operations and is in general support of MEF.  The OCAC is responsible for collection management and for coordinating with other intelligence nodes within the MEF to plan, direct, and integrate SIGINT operations with other intelligence and reconnaissance operations.  Additionally, the OCAC de-conflicts SIGINT activities within the AO and with adjacent units.  The OCAC also provides C2 to the RRT supporting the MEF reconnaissance elements.  The OCAC is responsible for maintaining and enforcing the detachment's Reporting Policy and Guidance (RP&G) and reporting to the United States Signals Intelligence System (USSS).

c.   Operations Control Element (OCE).  The OCE is subordinate to the OCAC, but must be prepared to assume the role of the OCAC as required (e.g., power outage, movement, etc.).  The OCE is in general support of MEF, but supports the MEF's Ground Combat Element (GCE).  In most cases, the subordinate RadBn Det will provide an OCE to support each Regiment of the MEF.  The OCE has the same general capabilities as the OCAC, but has fewer personnel.  The OCE's primary focus is the C2 of subordinate collection teams and providing timely SIGINT support to the GCE.  The OCE has the authority to disseminate TACREPs to MEF elements, but does not have the authority to release KLIEGLIGHT reports (KLs) to the USSS (this can only be done by the OCAC).  The OCE is responsible for providing logistics support to SSTs (when necessary) and for conducting liaison with maneuver elements.  Analytical efforts are focused on assigned AO and the OCE will request cross boundary analytical support as necessary from the OCAC.

d.   SIGINT Support Team (SST).  SSTs typically consist of six Marines, but may be larger or smaller based on mission requirements.  SSTs are in general support to MEF and are geographically employed across the AO to ensure optimal collection of enemy signals while ensuring the greatest support to maneuver elements.  Normally each infantry battalion is supported by an SST, although this relationship is established by practice and not by doctrine.  Teams are organized and equipped to provide the greatest flexibility in support of several SIGINT missions.

e.   Light Armored Vehicle-Electronic Warfare (LAV-EW) teams consist of five Marines in an LAV that has been modified to support SIGINT Collection and Electronic Attack missions.  Like all elements in Radio Battalion Detachment, the LAV-EW vehicle is in general support of the MEF but habitually operates with Light Armored Reconnaissance Companies.

f.   Radio Reconnaissance Team (RRT).  RRT teams typically consist of six Marines who are equipped and trained in special insertion and extraction techniques and who are able to perform SIGINT collection missions where tactical considerations make use of an SST inappropriate.  RRTs provide SIGINT threat warning to the Force Reconnaissance Company and Division Reconnaissance Company and also conduct RF spectrum mapping in support of follow-on SIGINT collection.  The RRTs are in general support of the MEF but will typically support the Force Recon Platoon and Division Recon Company with one team each.

g.   Combat Service Support Element (CSSE).  Marines assigned to the CSSE include medical, electronic maintenance, motor transport, engineer, and supply personnel.  OCEs and SSTs rely heavily on Commercial Off-the-Shelf (COTS) and Government Off-the-Shelf (GOTS) equipment sets that are unique to RadBn.  The CSSE performs up to fourth echelon maintenance on the RadBn-specific equipment.  The CSSE is also structured to provide mobile tailored logistical support.  Contact teams are on standby to support team sites or

OCEs to troubleshoot hardware or software, or to deliver parts necessary to restore mission-essential equipment.

2. <u>Intelligence cycle</u>

a. Planning and Direction. SIGINT planning and direction is a continuous process that encompasses the tactical and technical employment of SIGINT assets. It begins on receipt of a warning order, initiating directive, or establishment of a planning objective and continues until termination of the mission. The Detachment OIC and Operations Officer closely coordinate operations with MEF G-2, coalition SIGINT partners, and externally with the USSS. In this step, Radio Battalion builds the SIGINT-specific collection plan to ensure MEF requirements are answered.

b. Collection. The Radio Battalion Detachment utilizes organic, theater and national assets to detect, collect, and record SIGINT data. The collected SIGINT data is then delivered to the appropriate SIGINT production element (OCE or OCAC) for processing.

c. Processing and Exploitation. SIGINT processing and exploitation consists of converting raw signals data to a form usable for follow-on SIGINT and all-source analysis. Marine and civilian linguists are critical to the processing and exploitation of foreign communications. Once the collected information has been processed, analysis must determine its significance. Other intelligence information may also be fused together with the processed SIGINT to give a comprehensive picture.

d. Production. Production is the conversion of raw information into SIGINT product reports. The results of the analysis are correlated by SIGINT analysts to form the basis for SIGINT reports. These reports are provided directly to tactical commanders when appropriate and to the G-2/S-2 for the further analysis of all-source intelligence.

e. Dissemination. Dissemination is the process through which SIGINT products are delivered to MEF users. SIGINT products are disseminated in accordance with the classification of the product. Technical SIGINT data is disseminated via dedicated SIGINT channels to the larger USSS and second-party SIGINT partners, while sanitized reports may be disseminated via SIPRNET or other means as authorized by the approved dissemination plan. These products include time-sensitive voice reports, Tactical Reports (TACREPs), Informal Technical Notes (ITNs) and Tactical Analytical Assessments (TAAs).

f. Utilization. Commanders, G-2/S-2s, G-3/S-3s, and other principal staff officers must continuously evaluate SIGINT products for timeliness, usefulness, and overall quality. Feedback from the staff sections and maneuver elements is critical to ensuring that Detachment 2d RadBn continues to provide timely and accurate reporting.

3. <u>SIGINT operational tasking authority (SOTA)</u>. SOTA is the authority to levy SIGINT requirements on designated SIGINT resources; it is delegated from the Director of NSA to the CG II MEF via CMC and Marine Forces Command (MFC). While tasking authority over SIGINT assets is transferred to the MEF CG, this does not include the delegation of SIGINT Technical Control, which is retained by the Director of NSA. SIGINT Technical Control is the authoritative prescription of all organizational and functional processes by which SIGINT is produced, and those uniform techniques, standards and support mechanisms by which SIGINT equipment is employed and how information is collected, processed, and reported. "TECHCON" simply ensures that SIGINT units conduct sensitive intelligence collection in accordance with laws,

national policies, and with appropriate oversight. The impact of NSA's involvement in MEF operations is minimal, however, as these procedures are already addressed in RadBn SOPs or can be, on a case-by-case basis, quickly addressed via the Marine Cryptologic Office at NSA HQ.

4. <u>Reporting requirements</u>. Report formats are discussed below.

    a. TACREPs. In accordance with reference (1), TACREPs are the primary vehicle by which RadBn disseminates SECRET-level intelligence to the supported units and designated staff.

    b. TACREP Rollups. In accordance with reference (1), due to the high volume of TACREPs generated daily, the TACREP rollup is produced as a summary of all TACREPs compiled over the last 24 hours.

    c. KLEIGLIGHTs (KL). KLs are the primary vehicle by which RadBn disseminates technical SIGINT information into the USSS at the TS/SCI-level.

    d. Tactical Analytical Assessments (TAA). The TAA provides an in depth analytic study of an area or an individual based on organic, theater, and national collection and reporting.

    e. Informal Technical Notes (ITN). An ITN is an informal exchange of technical SIGINT information shared between various elements of the SIGINT community. This report is used primarily to exchange ideas, analytic views, and technical information that does not qualify for formal publication, especially to those not in the SIGINT Production Chain (those with a legal and valid SIGINT mission).

5006. <u>INTELLIGENCE BATTALION</u>. The Intelligence Battalion provides centralized direction for the collection, production, and dissemination efforts of organic and supporting intelligence assets and ensures that these efforts remain focused on satisfying the PIRs that are essential to mission success. The detachment provides the bulk of the analysts that comprise the IOC; it is organic to the MHG, in general support of the MEF and can be tailored to provide various levels of support as required by the mission and scheme of maneuver of the MEF.

1. <u>Structure</u>. The Intelligence Battalion detachment is organized into seven distinct elements: the headquarters and operations section (HQ/Ops), the HOC, HET, IOC, system support element (SSE), sensor command element (SCE) or Ground Sensor Platoon (GSP), and sensor employment teams (SET).
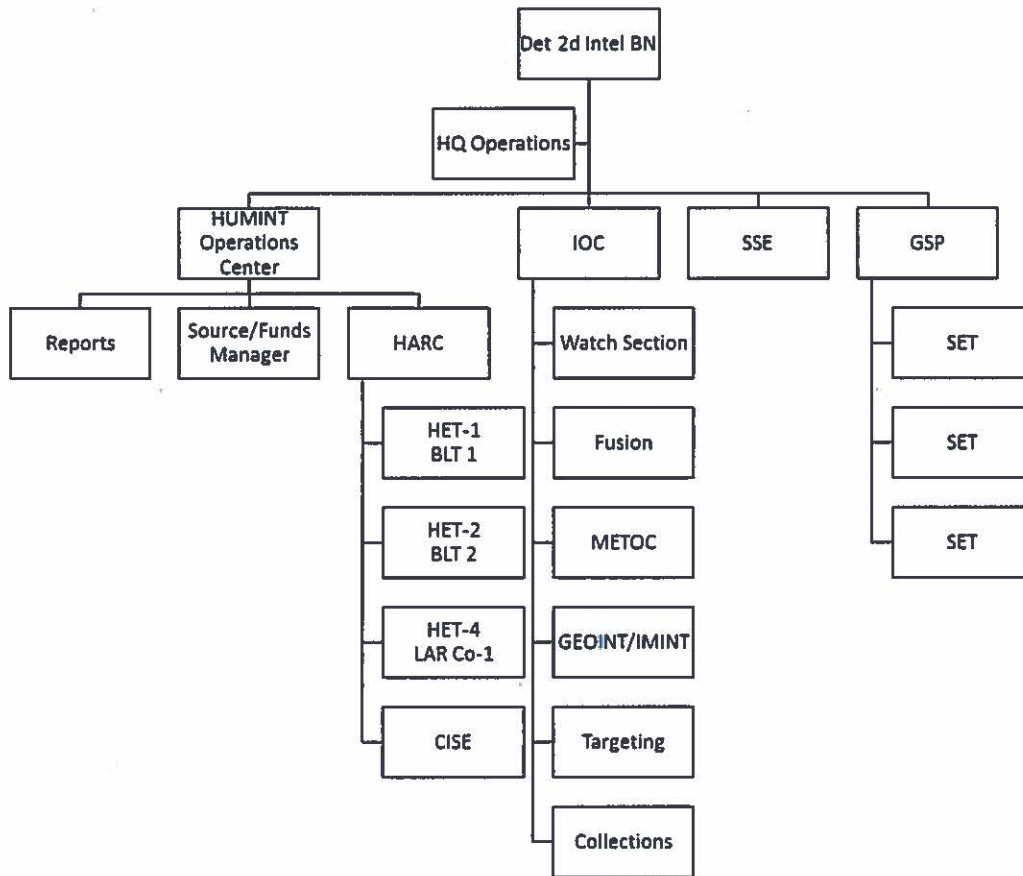
Figure 5-14:  G-2 Intelligence Battalion Structure

2.  <u>Headquarters/Operations Section (HQ/Ops)</u>.  The HQ/Ops section is responsible for the command and control of the detachment and for providing overall leadership and direction.  The detachment OIC is the principle advisor to the MEF Commanding General and AC/S G-2 on the capabilities and employment of the det.  HQ/Ops is also responsible for deployment of Intelligence Battalion personnel and equipment in accordance with established doctrine and battalion SOP.

3.  <u>HUMINT Operations Center (HOC)</u>.  The HOC is the coordination hub for all HUMINT operations within the MEF and falls under the staff cognizance of the G-2X. Elements of the HOC may include the HUMINT Analysis and Requirements Cell (HARC), Reports Cell, Counter-Intelligence Support Element (CISE), and the Source/Funds Manager.  The HOC is responsible for the employment and direction of the HETs and CISE in accordance with orders, regulations, and current HUMINT collection requirements.  Additional details can be found in the G-2X section of this chapter.

4.  <u>HUMINT Exploitation Teams (HET)</u>.  HET are the battalion-level HUMINT collection assets and are responsible for developing source networks, conducting interviews of detainees, and drafting Intelligence Information Reports (IIRs) to answer validated HUMINT collection requirements. Additional details can be found in the G-2X section of this chapter.

5.  <u>Intelligence Operations Center (IOC)</u>.  The IOC and its subordinate sections provide centralized direction for the MEF's comprehensive intelligence effort.  The IOC serves as the primary intelligence node for the entire MEF; as such, the IOC must remain responsive to the requirements of

all elements of the MEF. The IOC is task organized into six sections: IOC Watch, Fusion, METOC, GEOINT/IMINT Production, Targeting, and Collections.

   a.  IOC Watch Section. The IOC Watch Section is responsible to the MEF G-2 for the development and dissemination of combat information and all-source intelligence.

   b.  Fusion Section. Responsible to the IOC Watch Officer and ensures an all-source, multi-disciplined, analytical approach to intelligence production. The Fusion Section is responsible for coordinating production of all RFIs and daily deliverables from the IOC and ensuring the subsequent dissemination of said products to higher, adjacent, and lower commands as established within the Annex B to the OPORD. The Fusion Section supports the commander by providing analysis and products that support the commander's estimate, develop the situation, provide indications and warning, support force protection, support the targeting process and support combat assessment.

   c.  Meteorology and Oceanography (METOC) Section. Responsible to the MEF G-2/ISC to provide timely and accurate weather forecast. It produces the Marine Forces Weather Forecast (WEAR), the Tactical Atmospheric Summary (TAS), the MEF area forecast, the Strike Forecast, and other common forecast products used for coordination.

   d.  Geospatial Intelligence/Imagery Intelligence (GEOINT/IMINT) Production Section. The GEOINT/IMINT Production Section provides tailored geospatial information and services (GI&S), imagery intelligence (IMINT), and geospatial intelligence (GEOINT) to the MEF and other commands as directed; integrates, de-conflicts, and tailors a seamless geographic view of the battle space; and provides the MEF with theater and national GEOINT sources for development of products tailored to MEF missions. In addition to production to support emerging RFIs, this section continually updates IPB and target products to ensure that the commander and staff have the most current, accurate visualizations of the battle space possible.

   e.  Targeting Section. The Targeting Section is responsible to the MEF G-2 for locating and identifying components of a target or target complex. Sufficient detail and accuracy are required to permit an evaluation of the target's importance in relation to the mission and permit analysis by the G-3 Target Information Officer (TIO) to determine the most effective weapon or warhead for the desired level of damage or casualties. May also be tasked to develop and maintain intelligence on enemy/targeted/High Value Individuals (HVI), and with recommending targeted individuals for kinetic targeting or non-kinetic targeting/influence. Additional details can be found in the Target Intelligence section of this chapter.

   f.  Collections Section. The Collections Section seeks to help reduce uncertainty regarding the enemy, weather, terrain, and operational environment. The members of this section form detailed intelligence collection requirements (ICRs), task organic collection assets, and request external collection resources to satisfy the MEF commander's PIRs and other intelligence requirements (IRs). The Surveillance and Reconnaissance Cell (SARC) is the part of the collections cell responsible for directing and coordinating the reporting of MEF organic collection assets. Additional details can be found in the Collections section of this chapter.

6. System Support Element (SSE). Responsible for configuring, managing, and maintaining the communications and information processing equipment required to operate the IOC. This section is augmented by and exercises oversight of

civilian contractors who assist in managing specific intelligence systems. Additional details can be found in the Systems section of this chapter.

7. <u>Sensor Command Element (SCE)</u>. SCE provides remote sensor operation capabilities that expand the commander's view of the battlefield. It is responsible for planning, controlling, and managing the employment of the Tactical Remote Sensor System (TRSS) suite to support the MEF or other commands, as directed. Remote sensors provide a means to conduct continuous surveillance of vast areas, contributing key information to the intelligence collection effort. These operations decrease the number of personnel required for reconnaissance and surveillance operations and reduce the risk associated with these operations. A sensor system consisting of individual sensors, communications relays and monitoring devices provides the capability to conduct remote sensor operations. Sensors, relays, and monitoring devices are employed in an integrated network, providing general surveillance, early warning, or target acquisition over selected areas of the battlefield.

8. <u>Sensor Employment Teams (SET)</u>. Responsible for planning, controlling, and managing the employment of the TRSS suite to support the maneuver elements/commands, as directed. A SET is capable of deploying with one (1) TRSS Suite or approximately 24 sensor strings.

5007. <u>SUPPORT TO AMPHIBIOUS OPERATIONS</u>

1. During Amphibious Operations the G-2 will consolidate intelligence requirements with the Navy N-2. As such, intelligence requirements and collections will be consolidated.

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# Chapter 6 – AC/S G-3 (OPERATIONS AND PLANS)

SECTION 5 FIRES EFFECT COORDINATION CENTER (FECC)

## SECTION 1 - G-3 DIRECTORATE

6100. <u>OVERVIEW</u>

II MEF G-3 organize, train, equip, deploy, and employ forces in support of operational requirements, and coordinates current, and future operations in support of higher, subordinate, adjacent and supporting organizations in order to ensure successful accomplishment of all missions assigned to CG, II MEF.

6101. <u>ORGANIZATION</u>
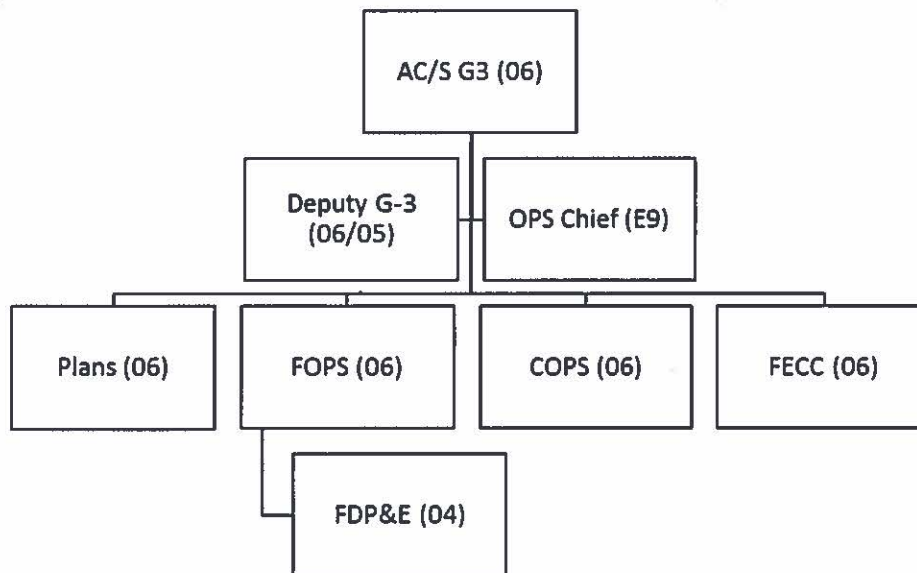


Figure 6-1:  II MEF G-3

6102. <u>MISSION</u>

The AC/S G-3 organizes, coordinates training and equipping, deploys and employs forces in support of operational requirements and coordinates current and future operations in support of higher, subordinate, adjacent and supporting organizations in order to ensure successful accomplishment of all missions assigned to CG, II MEF.

## SECTION 2 - PLANNING AT II MEF

6200. <u>OVERVIEW</u>

The II MEF G-3 Future Operations (FOPs) is one of three key planning organizations located within the G-3:  Plans, Future Operations, and Current Operations.  FOPS section focuses on the planning and coordination of upcoming operations ("the next battle") that generally range from 72 hours to several weeks depending on the situation.

6201. <u>FOPS ORGANIZATIONAL CHART</u>

```
                    ┌──────────────────────┐
                    │   Future Operations  │
                    │   Officer (FOPSO)    │
                    └──────────┬───────────┘
                               │
              ┌────────────────┴──────────────┐
      ┌───────┴────────┐              ┌────────┴───────┐
      │  Deputy FOPS   ├──────────────┤  FOPS Chief    │
      └───────┬────────┘              └────────────────┘
              │
     ┌────────┼─────────────────┬──────────────────┐
┌────┴─────┐         ┌──────────┴───┐      ┌────────┴──────┐
│  MAGTF   │         │    FDP&E     │      │ Plans Supt    │
│ Planners │         │              │      │    Cell       │
└──────────┘         └──────────────┘      └───────────────┘
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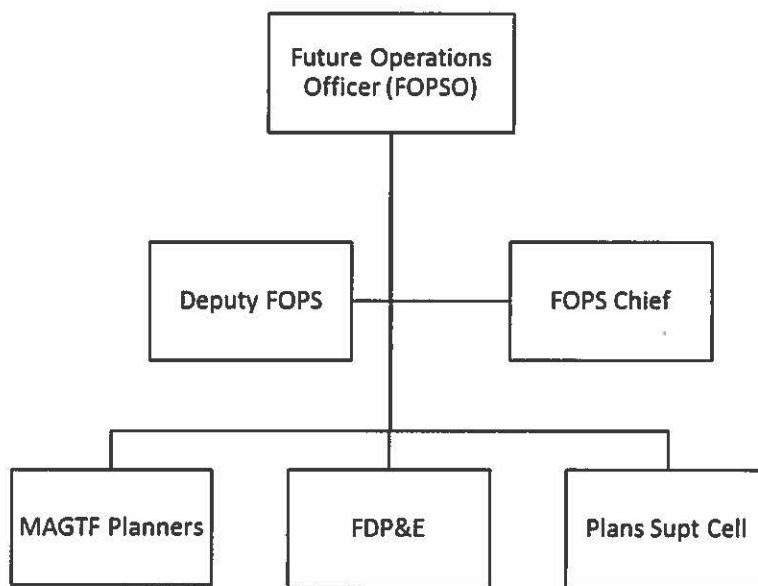
Figure 6-2:   II MEF G-3 FOPS Organization Chart
Note: *The number of FOPS Planner's and their task organization will be mission dependent.*

6202.  <u>MISSION</u>.  The mission of FOPS is to support the commander's intent by focusing on the II MEF near-term planning requirements.  FOPS develops orders that are beneath the threshold of the long-term efforts of the G-3 Plans, but are not directly related to the management of current operations.  FOPS will develop the OPORD, WARNORD and FRAGOs as required.  FOPS performs, but is not limited to the following tasks:

1.   Management and execution of the commander's planning priorities.

2.   Management, scheduling, training and execution of the MEF standing OPT in support of mission planning and commander decision-making.

3.   Management and conduct of integrated planning and coordination of future operations with higher, adjacent and subordinate commands.

4.   Development of branch plans and sequels for current operations.·

5.   Transition of detailed plans and orders to MEF current operations section for execution.

6.  Assess all actions of the MEF to frame issues for the commander's decision.

7.  Lead all operational design development, refinements and assessment efforts.

8.  Develop the commander's battle space concepts.

9.  Incorporate the intelligence planning cycle in order of future planning activities to assess enemy strengths, capabilities and critical vulnerabilities that impact future operations and planning.

10.  Identify indications and warnings in support of commander's PIRs.

11.  Analyzes and addresses complex operational issues, presents the commander with various options and recommendations that are designed to

facilitate decision making, and the development of detailed plans for synchronized execution of MEF operations.

12. Integrates input and support from across all warfighting functions and incorporates planning support from MSC/Es and SMEs throughout the various echelons of the MAGTF, as well as Navy counterparts.

13. Capable of handling multiple planning efforts concurrently while retaining the ability to quickly form the nucleus of a task-organized OPT to address contingency operations and missions of higher precedence.

14. Providing detailed assessments and recommendations to the MEF Commander to help facilitate and support decision making.

15. Forming the nucleus of and leading the OPTs and directing the focus of individual staff working groups (WGs).

16. Conducting integrated planning with higher and adjacent commands to ensure unity of effort.

17. Providing planning support and assistance to major subordinate commands as necessary in order to facilitate amphibious operations deliverables and products.

18. Developing and providing information and execution-level decision briefs to the CG and executive staff.

19. Maintaining interaction with COPs to ensure effective transition of planning information and continuity of action. Ideally the transition from FOPs to COPs is predicated on the Commanding Generals approval of a COA, the FOPs Planners will build a transition brief that will be presented to the COPs section.

20. The Plans Support Cell is the nucleus for OPTs, it relies on the SME and staff representative to augment the planning capabilities. The augments to the standing OPT are assigned by name until the operation is complete. They are responsible for OPT planning and report directly to the OPT Lead when activated. Upon mission receipt, the OPT convenes to begin immediate planning per the MCPP. The augments to the Standing OPT provide subject matter expertise beyond the permanent planning capabilities of FOPs in the warfighting and functional support capability areas.

6203. TRANSITION PROCESS

1. FOPS is primarily focused on providing the requisite planning and coordination required by the commander to fight the next fight, generally defined as those operations 72 hours and greater into the future while managing the transition between long-term plans (G-3 Plans) and the execution of current operational plans (COPS).

2. Upon receipt of the operational design from the G-3 Plans Section, FOPS will refine and the create the OPLAN, by providing representation to planning cells/OPTs and returns with the necessary input to inform the production of documents for the Planner's Working Group, and Plans Management Steering Group. As the planning teams move through the planning process either MCPP or JOPP, they ultimately gain guidance, intent, or decision through designated decision boards.

6204. <u>FOPS BATTLE RHYTHM EVENTS</u>

FOPS are the facilitators for the following battle rhythm events: Planner's Huddle, Planner's Working Group, Plan's Management Steering Group, and Common Tactical Picture Projection.

6205. <u>REPORTS</u>. As required.

SECTION 3 - FORCE DEPLOYMENT PLANNING AND EXECUTION (FDP&E)

6300. <u>OVERVIEW</u>. FDP&E is a collective process consisting of ten activities, occurring concurrently, simultaneously, sequentially and in direct support of the MCPP, which when utilized enables the deployment and redeployment of forces in support of (Combatant Commander) CCDR or Service requirements. This process ultimately creates a verified and validated TPFDD, which ensures a properly phased deployment. All of which supports the employment of forces and the allocation of resources, including lift, and provides the CCDR and deploying organization a thorough understanding of the composition and flow of forces. Failure to adhere to the processes contained in references (v) and (n) will severely impact on the timely and efficient deployment of II MEF forces. Reference (n) addresses II MEF specific policies and procedures which, when utilized and enforced, will ensure forces are deployed and redeployed to meet commander's requirements.

1. JOPES is the single Department of Defense (DoD) process to which Marine Corps FDP&E efforts are aligned for the planning and execution of the deployment and redeployment of forces.

6301. <u>ORGANIZATION</u>
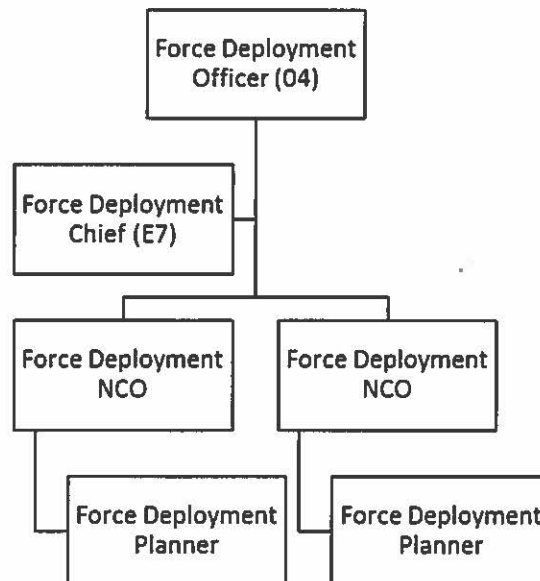


Figure 6-3: II MEF G-3 FDP&E

6302. <u>MISSION</u>

II MEF FDP&E establishes policy and procedures for the planning and execution of the FDP&E process within II MEF in support of the Marine Corps FDP&E

process. As described in this order, the procedures guide II MEF staff, MSC/Es through the FDP&E process.

6303. FDP&E REPORTS

There are no standard Force Deployment reporting requirements at the tactical level.

6304. FDP&E Requirements

1. Refer to reference (n).

6305. FDP&E BATTLE RHYTHM EVENTS. COPS are the facilitators for the following battle rhythm events: Deployment Operations FDP&E Working Group.

1. FDP&E phases and implementation in support of MCPP

   a. Force Deployment Planning (FDP). Deployment planning begins when a Commander receives an initial notification or a warning order from the Service Component to prepare for an operation that requires the employment of military forces. FDP activities include: receiving and analyzing the mission, developing the concept of operations, determining requirements, phasing force flow, and sourcing requirements. FDP can be continuous and requires routine in progress review (IPR) of associated steps and products in conjunction with the MCPP and the Adaptive Planning and Execution (APEX) models.

   b. Force Deployment Execution (FDE). Force deployment execution is six closely related and integrated activities: (1) tailoring and refining requirements, (2) verifying movement requirements, (3) marshaling and moving to the Port of Embarkation (POE), (4) manifesting and moving to the Port of Debarkation (POD), (5) Joint Reception, Staging, and (6) Onward Movement and Integration (J/RSO&I) to assembly areas or final destination. FDE typically indicates the transition from FOPS to COPS for execution of deployment and redeployment related functions although in some instances the FDP and FDE efforts will remain in the MAGTF Deployment Distribution Operations Center (MDDOC) completely. An example would be if the COC is engaged in heavy tactical combat operations and all but time sensitive watch actions are dispersed from the COC.

   c. MCPP Steps and FDP&E Activities. The Marine Corps FDP&E process is a critical part of the MCPP, and is conducted in accordance with Joint and COCOM force deployment procedures. Deployment and redeployment planning and execution are inherently joint, complex, and require detailed planning and synchronization. Therefore, "nesting" the Joint planning process, MCPP and the FDP&E process is critical to ensuring MAGTF/unit deployment plans are supportable within joint and CCDR deployment guidelines. See Figure 6-13.
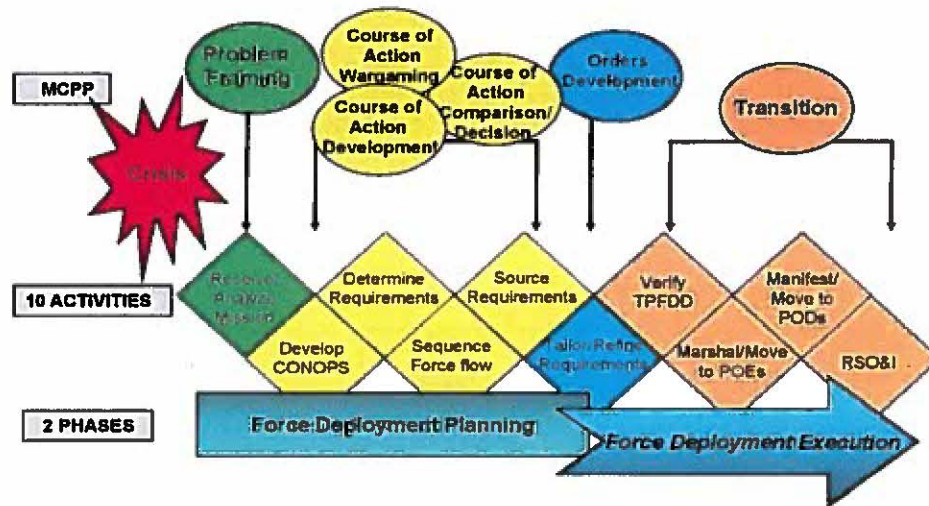
Figure 6-4: FDP&E and MCPP Parallel Process Flow

(1) MCPP is comprised of the following six steps: (1) Problem Framing, (2) COA Development, (3) COA Wargaming, (4) COA Comparison and Decision, (5) Orders Development, and (6) Transition. The 10 FDP&E activities occur within each of the MCPP steps, however, just like in the MCPP, FDP&E activities are sequential, but may overlap, and need to be conducted in parallel due to compressed timelines and requirements. FDP activities take place during MCPP steps (1) through (5), while FDE activities usually begin during MCPP step (5) and carry through step (6).

(2) Depending on the situation, force deployment and redeployment planning and execution activities can run in a continuous parallel cycle in the case of force rotation, or to support redeployment operations. To support these efforts the proper assignment of MAGTF Planning Specialists (MOS 0511), across the range of planning and execution tasks, is critical.

| System | System Owner | System Purpose | Interoperability | M E F | M E B | M E U |
|---|---|---|---|---|---|---|
| Global C2 System (GCCS-J) | G-3 | Provides automated C2 and C4I capability for Joint Capability<br>• Interface with Maritime and Army counterparts<br>• Manages the COP<br>• Supports COA Development<br>• Supports Joint and Combined Environment<br>• Tracks air, ground, surface and sub-surface units<br>• Supports high speed COP Synch between Joint and Service family of systems | GCCS-J, IOS v1, IOS v2 & v3, AFATDS JTCW, BFT CPOF | Y | Y | Y |
| Joint Tactical COP Workstation (JTCW) | G-3 | Provides the end-user with coherent view of the battle-space<br>• Increases Joint information exchange<br>• Provides visibility of Joint Assets<br>• Imports information from fires, air and logistics elements<br>• Enables Joint coordination<br>• Supports digital mapping overlays | GCCS-J, IOS v1, IOS v2 & v3, AFATDS JTCW, BFT CPOF, JDOCS CLC2S | Y | Y | Y |

Table 6-1: FDP&E Information and Collaborative Systems

SECTION 4 - Current Operations

6400.  OVERVIEW.  The Current Operations Section (COPs) is under the
direction of the AC/S G-3.  The Current Operations Officer coordinates the
current battle from the Combat Operations Center (COC) and ensures adherence
to the MEF Commander's Intent.

6401.  ORGANIZATION
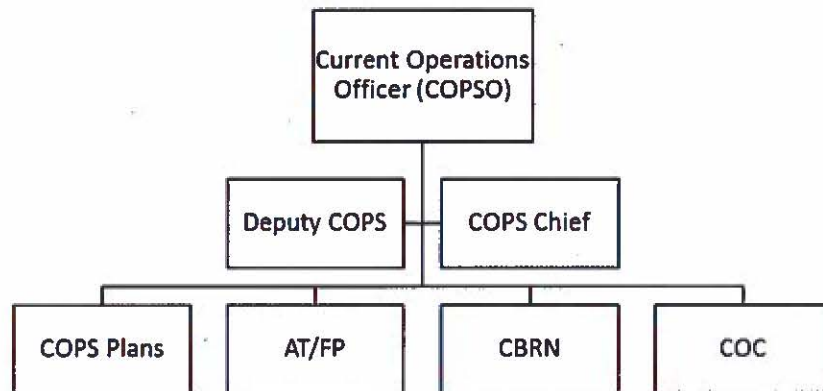


Figure 6-5:  II MEF G-3 COPS

6402.  MISSION.  The current operations section is under the staff cognizance
of the G-3.  Once the transition is complete between FOPS and COPS, COPS will
then coordinate, transmit and execute the OPORD, while monitoring the
operations of the force.  Tracks CCIRs.  Analyzes battlespace information,
and immediately reports relevant information to the commander, per Reference
(m).  COPs performs but is not limited to the following tasks:

1.  Prior to deployment, operates the MEF Command Operations Center (MCOC).

2.  Provide nucleus of "remain behind" element during force deployment.

3.  Execute plan.

4.  Monitor close battle.

5.  Analyze battlespace events and information.

6.  Interpret battlespace events.

7.  Assess battlespace events.

8.  Assess CCIR collection.

9.  Coordinate with Fires and Effects Coordination Center (FECC) and FOPs to
adjust current plan.

10.  Provide basis for command decisions.

11.  Coordinate and monitors execution of force deployment(s).

12.  Transmit orders and tactical decisions.

13.  Responsible for execution of the OPORD.

14. Develop FragO(s) from FOPs input for the current OPORD necessary to execute the current battle.

15. Establish information requirements/criteria to facilitate rapid decision-making.

6403. <u>COC OPERATIONS</u>.  See Annex A.

6404. <u>BATTLE DRILLS</u> See Annex D.

6405. <u>ANTI-TERRORISM FORCE PROTECTION (ATFP)</u>

6406. <u>OVERVIEW</u>

1. Within the II MEF COC, the AT Officer/Chief, monitors, coordinates, and supervises the execution of AT/FP and Law Enforcement (LE) integration efforts.  They are the Senior Watch Officer's (SWO's) main COC point of contact for AT/FP and LE issues.  Further, the AT/FP LE Integration Watch Cell provides oversight on efforts of combatting terrorism and protecting II MEF personnel.  In addition they plan and execute the AT/FP plan within the II MEF Area of Operation (AO), and oversee LE employment.  The AT/FP LE Integration Watch Cell interrelates closely with other watch cells as necessary and subordinate MSC/E AT cells for coordination and implementation of AT/FP measures.

6407. <u>ORGANIZATION</u>

1. <u>AT Officer (Maj/5803)</u>.  The AT Officer is responsible for providing the II MEF Commander with the critical information necessary to make informed decisions regarding AT/FP Physical Security, and LE matters within the command and subordinate units.  In addition, the AT/FP Officer is responsible for the tasking of FP and Physical Security projects through coordination with appropriate acquisition boards, preparing contracts forbidding process, and oversight of FP and physical security projects through their completion.

2. <u>AT Chief (MSgt/5811)</u>.  The AT Chief is responsible for advising the AT Officer and providing oversight of FP, physical security projects, and assessment projects directed by the AT Officer.  This is accomplished by the AT Chief having mobility within the AOR to coordinate and liaise with subordinate AT Officers, security force personnel, and contractors who have been awarded contracts for FP and or physical security projects that have been designated by II MEF.  The AT Chief is also responsible for fulfilling the AT Officer's primary function as the II MEF Commander's adviser on AT/FP, physical security, LE matters in the AT Officer's absence, and for liaising with U.S. embassy FP security personnel, Naval Criminal Investigative Service (NCIS), and local or host nation LE personnel.

3. <u>Common tasks include</u>:

   a. Develop an AT Plan IAW References (o) through (r) and II MEF CG guidance.  Continuously evaluate the plan and make timely recommendations to the CG II MEF via the AC/S G-3 on AT and FP Measures.

   b. Coordinate the use and availability of the following capabilities throughout the development and execution of the II MEF AT plan:  organic response capabilities at each location in coordination with each.  Organic capabilities may include Hazardous Materials (HAZMAT), security, Explosive Ordnance Disposal (EOD), firefighting, health and medical services/mass casualty care, logistical support, intelligence, physical security, such as

perimeter access and security systems technology, executive protection, IA, response and recovery, and mail handling.

 c. Coordinate with MHG for security and LE employment and support to include security of the COC and rear area. Liaise with other appropriate LE agencies, such as host nation or NCIS as required.

 d. Interface between the MEF CG and the subordinate AT Officers.

 e. Provide the MEF CG with LE and AT/FP expertise. The MEF AT Officer/Chief allows the MEF CG to develop plans with a thorough understanding of LE Battalion and other security forces capabilities and limitations, along with AT/FP analysis in order to improve security posture and implement measures necessary to protect the lives of personnel, and minimize damage or loss to military property.

 f. Execute a risk analysis process.

## 6408. CONCEPT OF SUPPORT

1. Anti-Terrorism/Force Protection (AT/FP) provides defensive measures used to reduce the vulnerability of individuals and property to terrorist acts, to include limited response and containment by local forces. Further, AT integrates other defensive actions (such as physical security, chemical, biological, radiological, nuclear (CBRN) defense, operations security, counterintelligence (CI), construction standards, etc.) in a comprehensive program designed to protect against terrorist attacks. FP provides actions taken to prevent or mitigate hostile actions against DOD personnel, resources, facilities, and crucial information. AT/FP provides a critical capability to II MEF. Through the efficient and integrated incorporation of AT/FP and LE assets, it provides the planning and execution construct to ensure the force is protected from harm across all threat scenarios.

2. Law Enforcement (LE) integration provides and facilitates law enforcement employment to conduct law and order operations to enhance the security environment and promote the rule of law in support of MAGTF operations. This includes oversight of all law and order functions with specific emphasis on policing, police advising/training, limited detention, correction, patrol, incident response operations, route regulation/enforcement, investigations, Joint Prosecution and Exploitation Center operations, Tactical Site Exploitation, identity operations/biometrics support, Protective Services operations, Military Working Dog (MWD) operations, police intelligence, physical security and crime prevention expertise/assessments, accident investigations, customs/border clearance support operations, and Military Police (MP) support to civil authorities.

## 6409. ANTITERRORISM PLAN

1. Development of an AT Plan is the responsibility of the II MEF Anti-Terrorism Officer in coordination with higher, adjacent, subordinate, and supporting unit AT Officers. The AT Plan provides an executable, tailored, and scalable MEF order in which new threats and measures can be analyzed continuously for effectiveness ultimately leading to mitigating the threat to the force and its assets.

2. Considerations for the development of an AT Plan shall include:

 a. Analysis of the threat.

b.  Threat risk mitigation measures to establish a local baseline defensive posture.  This will facilitate systematic movement to and from elevated MEF security postures, including the application of Random Antiterrorism Measures (RAMs).

c.  Physical security measures.

d.  AT measures including:

   (1) Off installation (Forward Operating Base (FOB) activities.

   (2) High-risk personnel (HRP).

   (3) Construction considerations (facilities).

   (4) Logistics and contracting.

   (5) Critical asset security.

   (6) In-transit movements.

   (7) Incident Response.

e.  Consequence management measures, including CBRN and Weapons of Mass Destruction (WMD) mitigation planning.

f.  Force Protection Condition (FPCON) implementation measures, including site-specific AT measures.

6410.  II MEF FORCE PROTECTION CONDITIONS (FPCONS)

1.  FP conditions allow the MEF Commander to increase or decrease the FP posture and corresponding state of security preparedness across the battle space according to threat indicators and warnings.

2.  FP condition levels may be event-or intelligence-driven.  The AT Officer, along with key staff, will make recommendations to the commander should the threat condition dictate the raising or lowering of FPCON levels.

3.  The II MEF AT Plan will promulgate the current FPCON as well as the conditions required to change FPCON levels.

4.  An FPCON waiver may be requested by adjacent, subordinate, and supported, commands if it is determined that certain FPCON measures are inappropriate for COPS or for proper threat mitigation in the unit's AOR.

6411.  II MEF FORCE PROTECTION LEVELS.  II MEF will implement the DOD FPCON System for all tactical operations based upon the forecast threat level.  The II MEF FPCON system will consist of five (5) progressive threat conditions (NORMAL, ALPHA, BRAVO, CHARLIE, and DELTA), and four (4) threat levels (LOW, MODERATE, SIGNIFICANT, AND HIGH) based upon the intelligence threat assessment to U.S. forces, personnel and interests in accordance with References (r)through (t).

6412.  RISK MANAGEMENT

1.  II MEF will implement risk assessment associated with FP in accordance with references (o) - (t).  Risk management involves a seven-step process with three core areas of consideration:  1) criticality, which is defined as the total impact (failure or severe degradation) on execution of all missions or functions supported by an asset; 2) identifying all threats and hazards and the likelihood or probability of their occurrence; and 3) identifying

vulnerabilities of assets that could be exploited by an identified threat or hazard. The seven-steps of risk assessment are delineated below.

2. <u>Criticality Assessment (Step 1)</u>. The II MEF AT Officer, utilizing Mission Essential Tasks (METs) with their associated conditions and standards and/or core functions, will identify assets associated with the execution of the METs. Assets can be people, physical entities, systems, or information that provides a service or capability. The analysis will examine those assets where degradation or destruction would impact the command's ability to complete its assigned mission(s) or functions. Reference (o) describes in detail this Critical Asset Identification Process (CAIP), which is the process that must be used to conduct the criticality assessment (see also – reference (p)). There are other assets that may not be critical to the execution of the mission or function that may be identified in this criticality process and included in the overall risk assessment process. These non-critical assets could include high population facilities (e.g., exchanges, chow halls, etc.).

3. <u>All Hazard Threat Assessment (Step 2)</u>. Execution of mission assurance goals and risk management processes must be based on an assessment of the threat and hazard environment in which forces operate and missions are executed. The development of an all hazard threat assessment must accomplish two goals: the identification of a comprehensive list of threats and hazards, and the likelihood or probability of occurrence of each threat or hazard.

   a. Threat and Hazard Definitions

      (1) Threat - refers to intentional conduct by an adversary having the intent, capability, and opportunity to cause loss or damage to assets or personnel.

      (2) Hazard - refers to unintentional incidents such as accidents, events of nature such as destructive weather, and equipment failure that cause loss or damage to assets or personnel.

   b. Hazard and Threat Baseline Analysis. Analysis must be executed that will identify a baseline of threats and hazards that could adversely impact command assets. Note that when discussing execution of vulnerability assessments below, the assessor must align one or more identified threats/hazards to one or more discrete vulnerabilities of assets that could be exploited by the threat or hazard. The ATO Threat Working Group fusion cell must fuse all sources of information (strategic, operational, and tactical (local)) for use in the threat assessment. The threat assessment must be integrated into all aspects of the risk management process.

   c. Once a baseline of threats and hazards has been identified, the assessor must analyze those threats and hazards to determine the likelihood or probability of occurrence of each threat and hazard. Probability is the estimate of the likelihood that a threat shall cause an impact on the mission or a hazard to the installation. Four categories of Threat and Hazard Probability exist:

      (1) Low - Indicates little or no credible evidence of a threat.

      (2) Medium - Indicates a potential threat.

      (3) High - Indicates a credible threat.

      (4) Critical - Indicates an imminent threat.

4. Vulnerability Assessment (Step 3). Vulnerability assessments must be conducted by a team of SMEs with backgrounds in different functional areas such as physical security, AT, and combat engineering.

   a. Identify and assess all vulnerabilities to the facilities, to specifically include all identified critical assets. Vulnerabilities are defined as a weakness or susceptibility of an installation, system, asset, application, or its dependencies that could cause it to suffer a degradation or loss (incapacity to perform its designated function), as a result of having been subjected to a certain level of threat or hazard.

      (1) Vulnerabilities to a critical asset can result from a wide variety of factors such as: design and construction flaws, environmental factors, proximity to other structures or systems, factors influencing accessibility, personal behaviors of people working in or around the critical assets, or operational practices associated with the critical assets or the installation.

      (2) Vulnerabilities of a critical asset can also be determined by vulnerabilities to other assets or areas that are not in close proximity to the critical asset. For instance, vulnerabilities in perimeter control of a rear area may lead to an adversary gaining access to the base, and ultimately to the critical asset.

   b. Degrees of vulnerability are defined as follows:

      (1) Critical. Indicates minimal effective physical, design, technical, procedural, or behavioral countermeasures in place and many known weaknesses through which adversaries, natural hazards, or accidental disruptions would be capable of causing loss of or disruption to critical assets.

      (2) High. Indicates some effective countermeasures in place, but with multiple known weaknesses through which adversaries, natural hazards, or accidental disruptions would be capable of causing loss of or disruption to the asset.

      (3) Medium. Indicates multiple effective countermeasures in place; however, at least one known weakness exists through which adversaries, natural hazards, or accidental disruption would be capable of causing loss of or disruption to the asset.

      (4) Low. Indicates multiple effective layers of integrated countermeasures in place and there are no known weaknesses through which adversaries, natural hazards, or accidental disruptions would be capable of causing loss of or disruption to the asset.

5. Risk Assessment Methodology-AT Program Effectiveness (Step 4). A risk assessment involves the collection and evaluation of data concerning the criticality of the assets based on mission impacts, likely and probable threats and hazards, degrees of vulnerability, and existing countermeasures to determine the overall risk posture of the asset. Based on the values produced from the criticality, all hazard threat and vulnerability assessments, a risk assessment rating or score is produced. Criticality Rating x Threat/Hazard Rating x Vulnerability Rating = Risk Rating. A risk rating is produced for each specific threat/hazard-vulnerability-asset pairing of data.

6. Risk Analysis-Risk Response (Step 5). While the risk assessment process seeks to evaluate and identify risk of loss to assets based on an asset's criticality (mission impact), the likelihood of threats and hazards

occurring, and associated degrees of vulnerabilities, risk response is the process of determining options and actions to reduce the risk of loss to the asset, and thus reduce impact on mission execution. The options/action steps include remediation of risk, mitigating the effects of loss once threat/hazard event occurs, reconstituting the asset's capabilities after loss or disruption, acknowledging the risk, or simply transferring the risk decision to a higher echelon of command.

7. Remediation-Risk Mitigation (Step 6). Remediation is action taken to correct known deficiencies and weaknesses once vulnerability has been identified. Remediation involves identifying countermeasures that can be implemented before undesirable events or attacks occur that could exploit the identified vulnerabilities. ATOs will prioritize their remediation efforts on those assets with the highest impact to supported missions, if those assets were lost, address the threats and hazards that have the highest rated probability of occurrence, and address the most significant asset vulnerabilities identified that could be exploited by the most likely threats or hazards.

8. Mitigation-Countermeasure Strategy (Step 7). Mitigation is action taken in response to a warning or after an incident occurs that are intended to lessen the potentially adverse effects on a given military operation or infrastructure. Mitigation planning focuses on post-event actions and activities with the intent to respond to, or lessen the impact of the event on command assets and operations.

9. Acknowledgement of Risk. After review of the risk assessment data, if the commander deems the overall risk to mission critical assets and high value assets to be acceptable, they elect to forego remediation and mitigation planning and the implementation of security countermeasures. It is the commander's prerogative to acknowledge risk where appropriate in the commander's judgment which is based on being fully informed of all risk assessment data. Historically, reasons for accepting risk revolve around cost-benefit analysis results, lack of resources to implement a desired risk reduction measure, or lack of a significant threat or hazard.

6413.  <u>COMBAT SYSTEMS</u>

1.  Table 6-2 lists the combat systems AT/FP utilizes.

| System | System Owner | System Purpose | Interoperability |
|---|---|---|---|
| Ground Based Operational Surveillance System (GBOSS) | G-3 AT/FP | A Command and Control (C2) surveillance system used for FP and observation.<br>Employs multiple cameras distributed throughout an area of operation, all linked by a centralized network.<br>24 networked surveillance from a centralized location to detect enemy movements at great distances. | None |
| Biometrics Enrollment and Screening Device (BESD) Secure Electronic Enrollment Kit (SEEK II) Multilingual Automated Registration System (MARS) 2.0.3.9 | G-3 AT/FP | The Management System, Biometric & Identity, Secure Electronic Enrollment Kit (SEEK II), is a tactical, lightweight multimodal biometric system that collects and compares fingerprints, iris images and facial photos against an internal biometric database for the purpose of positively identifying encountered individuals. SEEK II is equipped with MARS software that allows for enrollment and identification of individuals.  SEEK II is capable if importing and exporting Electronic Fingerprint Transmission (EFT). Operators can verify a person's identity and search against unresolved latent files. | Combined Information Data Network Exchange (CIDNE), MarineLink |
| Joint Warning and Reporting Network (JWARN) | G-3 CBRND | Collection of software applications and hardware intended to provide clear NBCN warning and reporting downwind hazard prediction.<br>Reports and warns of CBRN attacks<br>Supports CBRN Defense<br>Tracks unit CBRN status & equipment readiness | Global Command and Control System-Joint (GCCS-J), IOS_v1, Joint Tactical Common Operational Picture Workstation (JTCW), CIDNE |

Table 6-1:  Combat Systems

6414.  <u>REPORTS</u>.  LE Integration/AT/FP reports are included in the daily SITREP; additional reports are as required, such as RAMs and FPCON changes. Vulnerability Assessments will be consistently developed for each deployment/exercise as an element of the MCPP.  An AT Plan (or AT appendix included in the OPORD) is required NLT 30 days prior to deployment; the AT Plan/appendix will be forwarded to the appropriate Marine Corps Forces (MARFOR) and/or Combatant Command (COCOM) per Reference (r).

6415.  <u>CHEMICAL BIOLOGICAL RADIOLOGICAL NUCLEAR (CBRN) DEFENSE</u>

6416.  <u>OVERVIEW</u>.  Units are faced with the possibility that any operation may have to be conducted in a CBRN environment.  The MAGTF CE CBRN section advises the commander on all CBRN defense operations and prepares CBRN defense plans, orders, and instructions necessary to support combat operations.  The II MEF CBRN capability is managed within the G-3 COPS Section.  It is organized to support 24-hour operations in the Command Operations Center (COC).  It provides the commander with information, capability status, and threat warning indication of CBRN threats to the force.

6417.  <u>ORGANIZATION</u>

1.  CBRN Defense billets within the MEF will be staffed and organized according to the II MEF Table of Organization (T/O).

2. <u>CBRN Officer/Operations Coordinator</u>. The CBRN Officer (CBRNO) and CBRN Operations Coordinator provide the Commander with the most effective Tactics Techniques and Procedures (TTP) to defend the force against CBRN threats. The CBRNO/CBRN Operations Coordinator's COC tasks and responsibilities include, but are not limited to:

  a.   Advise the commander on CBRN defense readiness.

  b.   Brief the II MEF CBRN status during the daily Operations Intelligence Briefing.

  c.   Advise the commander on operational exposure guidance.

  d.   Prepare the CBRN defense plans, orders, and instructions necessary to implement the commander's policies. This includes Standard Operating Procedures (SOP) for CBRN Defense, CBRN orders, and annexes.

  e.   Supervise the completion, and as needed, updates of Threat/Vulnerability Assessments for countries within the AOR.

  f.   Determine and recommend the requirements for CBRN trained personnel/augments, equipment, and supplies, based on Threat assessments and CBRN Annexes of the operation order.

  g.   Coordinate and develop CBRN defense training exercises to ensure readiness of the force.

  h.   Evaluate/inspect CBRN readiness of personnel and equipment.

  i.   Receive and evaluate CBRN Situation Reports (SITREPS) from higher, adjacent, subordinate, and supporting units.

  j.   Maintain situational awareness of all CBRN operations in the AOs to include attacks, survey/detection, decontamination, and Sensitive Site Exploitation (SSE).

  k.   Supervise operation of the CBRN control center.

  l.   Provide technical assistance in the examination of captured CBRN assets and equipment.

  m.   Plan and make recommendations for decontamination operations.

  n.   Prepare briefs on the current CBRN situation, hazard predictions, and threat/vulnerability assessments for II MEF personnel in the AO.

  o.   Assist the AT/FP Officer/Chief in evaluating the security situation at II MEF operating bases.

6418. <u>MISSION-ORIENTED PROTECTIVE POSTURE (MOPP)</u>. MOPP levels will be established in accordance with Reference (u).

6419. <u>COMBAT SYSTEMS</u>

CBRN hazard predictions will be conducted in accordance with reference (u). An automated version of the CBRN Warning and Reporting System may be integrated into existing command, control, communications, computers and intelligence (C4I) systems in order to collect, process, store, protect, display, and disseminate CBRN information.

6420.  <u>COPS BATTLE RHYTHM EVENTS</u>.  COPS are the facilitators for the following battle rhythm events:  Operations & Intelligence Brief and G-3/S-3 Synchronization.

1.   Twice daily, the CBRN section receives weather data to produce downwind messages for promulgation to subordinate commands CBRN sections.

2.   CBRN Threat Conditions are provided in reference (u), and address pre-attack, during-attack, and post-attack actions that can be taken in the event of a CBRN attack.

6421.  <u>CBRN REPORTS</u> Refer to Reference (u).

## Section 5 - FIRES EFFECTS COORDINATION CENTER (FECC)

6500.  OVERVIEW

The FECC ensures the timely, efficient employment of organic and external assets against enemy targets capable of affecting the MAGTF commander's battle space or forces.  It ensures lethal and non-lethal effects are planned, integrated, and executed to support the commander's intent and guidance.  While the FECC aids the commander in fighting the single-battle, its focus is on the deep fight.  The FECC assists in providing and coordinating fires and their effects for the close and rear fight as required.

6501.  ORGANIZATION/STRUCTURES

1.  Organizational Charts.  The FECC is divided into six sections: Command, Air, Plans, Targeting, Current Fires, and EOD/Counter-Improvised Explosive Device (C-IED).  These sections fall under the cognizance of the Force Effects Coordinator (FEC).  The complete II MEF FECC structure is depicted in Figure 6-6.  The Plans and Targeting sections may operate separately or combined, depending on the scope of the operation.  Information Operations (IO) are conducted by personnel in the Non-Lethal section of the Plans section.  The FECC is overall responsible for synchronizing all lethal and non-lethal effects for the MEF.  Additionally, the FECC can forward deploy a detachment to support 2d MEB.
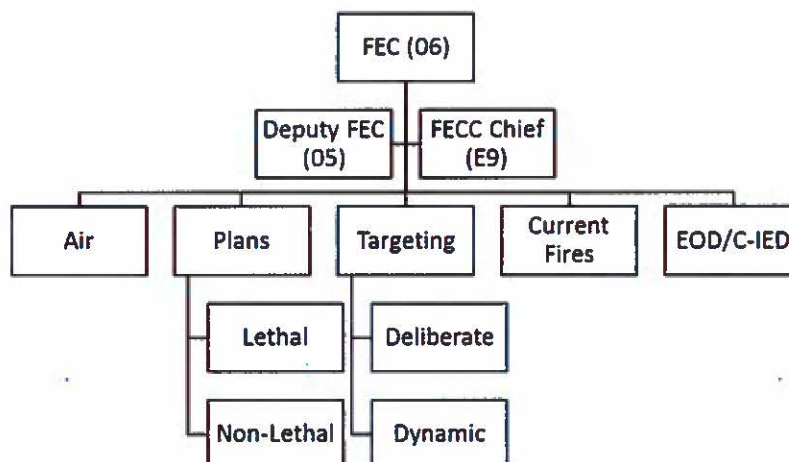
Figure 6-6:  II MEF FECC (Embedded MEB) Organization Chart - 24hr Operations

6502.  FECC Mission

The mission of the FECC is to plan and integrate lethal and nonlethal fires, conduct targeting, and monitor and support the MSC/Es fires within –the MEF battlespace, review MSC/E fire support plans and targeting nominations, and provide adequate support, guidance, and direction to ensure they support the MEF's concept of operations.

6503.  FECC BATTLE RHYTHM EVENTS

a.  Operations/Intelligence Brief.

b. Chief of Staff Huddle.

c. Commanding General Planners BOGSAT Decision Brief.

d. Collection's Management Working Group.

e. G-3/J-3 Synchronization Working Group.

f. Aviation Coordination Working Group.

g. Targeting Working Group.

h. Targeting Board.

i. Targeting Synchronization Working Group (MG is conducted as required).

j. Assessment Working Group.

k. Information Operations Working Group.

l. Re-Deployment Working Group. (When requested to attend)

m. Communications Strategy Working Group.

n. Rules of Engagement/Authorities Working Group.

o. Civil Military Operations Working Group.

p. Cyber Electronic Warfare Coordination Cell.

2. Information Operations Working Group (IOWG). The IOWG is a battle rhythm event headed by the IO Officer and synchronized with the MAGTF targeting cycle. The IOWGs purpose is to coordinate IO efforts (with higher, adjacent, and subordinate units), monitor assigned IO tasks, and analyze the current and future information environment. Additionally, the IOWG provides an opportunity to discuss and develop future IO objectives and develop input to the targeting process.

a. Recommended IOWG participation or staff representation consists of the following:

(1) IO Cell.

(2) G-2 to include targeting and analysts.

(3) G-6/C5I.

(4) Special staff to include the Chaplain, PA, SJA, and cultural advisors.

(5) Civil Affairs.

(6) Assessments.

(7) MSC/E LNOs.

b. Other B2C2WG events that require IO Cell participation:

(1) Collections WG.

(2) Targeting WG.

(3) Current Operations (COPS) WG.

(4) Future Operations (FOPS) WG.

(5) C5I WG.

3. The MEF Air Officer provides appropriate representation for all pertinent B2C2WG requiring aviation expertise from personnel assigned to the Air

Section. The MEF Air Officer also provides suitable representation at all OPTs requiring input in regard to or expertise in the Six Functions of Marine Aviation. Examples of these are targeting boards and all germane OPTs. The following are examples of common B2C2WG with representation from the MEF Air Section. These examples are not all inclusive and do not preclude the establishment of other B2C2WG as required. Frequency and required B2C2WG are situation-dependent based upon the operation.

a. Aviation Coordination Working Group. The purpose of this group is to match mission requirements with available assets to facilitate and finalize the ATO, discuss changes to the next day's ATO, and produce changes to future ATOs. This group continues the cyclic planning process and battle rhythm on the 72-hour timeframe. This group is chaired by the MEF Air Officer and is typically held daily prior to the Aviation Coordination Board.

b. Aviation Coordination Board. The purpose of this board is to match the MEF CG's mission requirements with available assets and continues the cyclic planning process and battle rhythm on the 72-hour timeframe for generating the ATO. This board is chaired by the MEF G-3 and is typically held daily.

c. Targeting Working Group (TWG). The purpose of the TWG is to develop MEF targeting guidance and objectives and development of the battlespace shaping matrix (BSM). The targeting section chairs the TWG in support of the targeting board. The TWG is an action officer-level activity whose purpose is to develop proposed targeting products for review by the MAGTF targeting board and subsequent approval by the MAGTF commander.

d. Targeting Board. The purpose of this board is to obtain approval on target objectives, prioritization, limited/protected targets, air apportionment, and collections and obtains guidance for the next ATO cycle. This is typically held daily prior to the Targeting Synchronization Working Group.

e. Targeting Synchronization Working Group. The purpose of this group is to ensure targets are synchronized with the CONOPS, collection assets, sourcing assets, and BDA collection.

6504. REPORTS AND RECORDS

1. Reports. Required reports for the FECC are summarized in Table 6-2 below.

| REPORT | FREQUENCY | OPR | DESCRIPTION |
|---|---|---|---|
| Target Nomination List (TNL) | Daily | MSEs | List of targets from MSEs for service by MEF assets. Submitted to the Targeting Section for inclusion in the Prioritized Target List (PTL). |
| Fires Status Report | Daily | MEF COC | Current operational status of firing units (systems up/down, ammunition snapshot, etc) submitted by MSEs and compiled by MEF COC watch standers. Compiled report provided to FEC for briefing as appropriate. |

Table 6-2: FECC Reports

2.   In addition to the reports described above and the products mentioned in the next chapter, FECC will ensure that the appropriate status boards and records are maintained during all periods of activation.   Information will include, but not be limited to:

a.   All preplanned schedules of fire.

b.   All NSFS request forms.

c.   All JTARs.

d.   All fire support or operational related message traffic.

e.   All artillery status.

f.   All air defense/weapons status.

g.   ATO tracking chart and aircraft status.

h.   Reactive Attack Guidance Matrix.

i.   ATACMS Attack criteria/status.

j.   Battle Space Shaping Matrix (BSM).

k.   Higher, adjacent, and supporting points of contact.

l.   Damage Criteria Matrix (DCM).

m.   A log of significant events, missions fired, and combat reporting. The Fires Journal, Table 6-3, will be used to capture and track all fire support information that is passed over tactical radios or chat applications while SACC/FECC is established.   It will reflect the fires missions fire d with corrections, the CAS missions from check in to check out, establishment and cancellations of FSCMs, and the movement of fire support assets.   The Fires Journal is managed and maintained by the MEF Fires Chief.   Each day at 0001Z, the previous Fires Journal entries will be archived and a new entry opened.

| II MEF FIRES JOURNAL | | | |
|---|---|---|---|
| DTG OPENED: | | | |
| DTG ZULU | Station Calling | Traffic | BDA |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

Table 6-3:   Fires Journal

3. Products.

| PRODUCT | FREQUENCY | OPR | DESCRIPTION |
|---------|-----------|-----|-------------|
| Prioritized Target List (PTL) | Daily | Targeting Section | Compiled, prioritized list of targets submitted to the Joint Targeting Board. Comprised of two lists: the Common Source (CS) target list and Direct Source (DS) target list. DS targets will be serviced by MEF air assets, while CS targets will be forwarded to higher to request outside assets. |

Table 6-4:  FECC Products

4.  The Aviation Section is responsible for the creation of several products.

    a.  Air Tasking Order (ATO).  The ATO cycle is an integral part of the MEF planning process and Battle Rhythm.  It provides a concept of aviation operations for a 24-hour period and ensures that finite aviation assets are used to achieve their maximum effect with correct prioritization based on the main effort.  The air tasking cycle is the key tool used by aviation planners to plan air operations that support the MEF's mission and produce the ATO or air plan.  The precise ATO tasking timeline from commander's guidance to the start of ATO execution is specified by the Joint Force Commander (JFC) but normally spans a 36 to 72-hour period.  The MAGTF air tasking cycle is divided into six phases:  command aviation guidance, target/air support mission development, allocation and allotment, tasking, force execution, and combat assessment.  Figure 6-7 depicts the six-phase air tasking cycle.
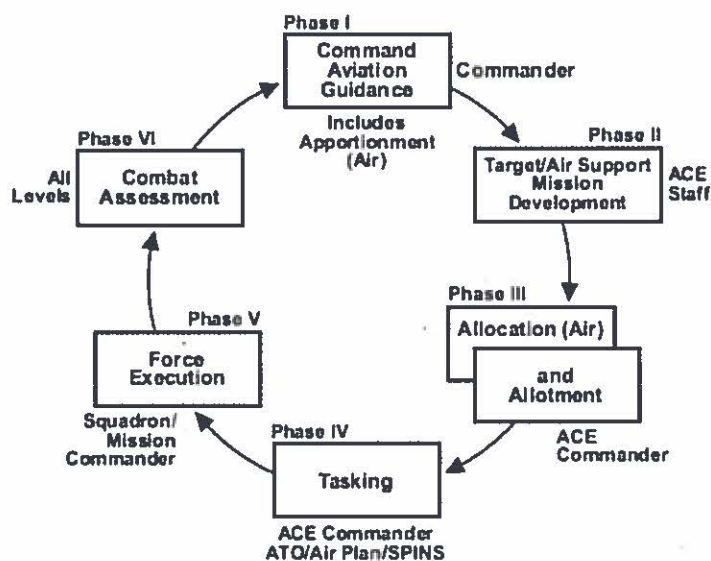


Figure 6-7:  MAGTF 6-Phase Air Tasking Cycle

    b.  Air Combat Element (ACE) Planning Products.  ACE planning is concurrent with MEF planning but lags slightly, and provides support estimates along the way.  Throughout the MCPP, ACE planners fulfill MEF planning requirements by creating specific aviation planning products: initial estimate of Aviation Support Requirements (ASR), aviation estimate of supportability, detailed estimate of ASRs, Aviation CONOPS, and Aviation documents.  These aviation planning products are provided by the ACE to the MEF CG to support the MEF OPT planning effort.  Reference (ah) describes the

aviation planning products in detail.  Figure 6-8 depicts where specific
aviation planning products are required within the MEF planning process.
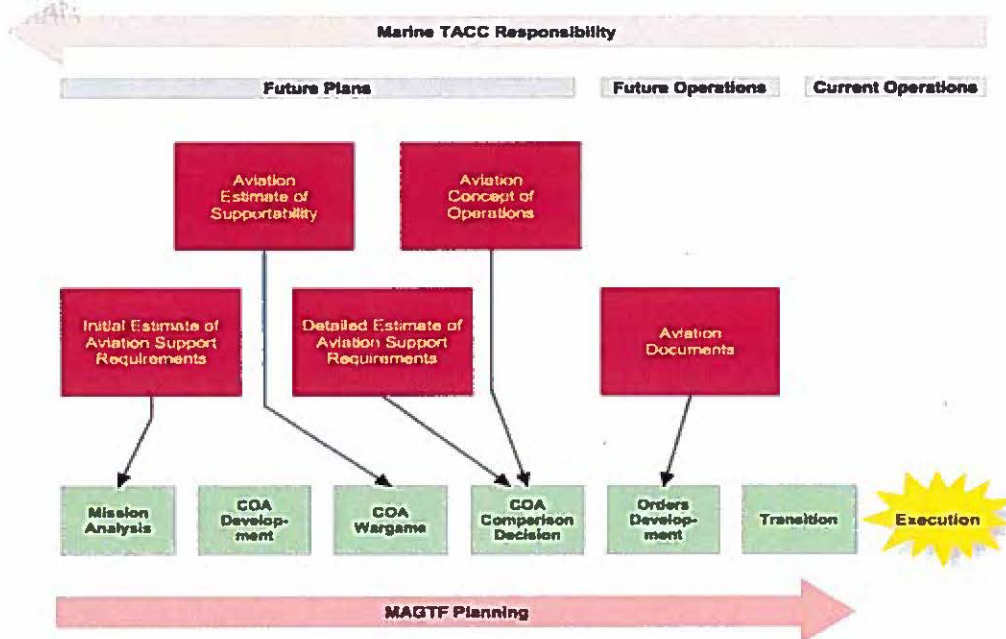
Figure 6-8:   Aviation Planning Documents in MEF Planning Process

c.  <u>Aviation Support Requests</u>.  MEF G-3 Air reviews and prioritizes all requests for aviation support.  Prioritization will be established as the theater and situation dictates.  MEF G-3 Air will publish the most current prioritization.  ASRs, JTARs, Joint Tactical Air Reconnaissance and Surveillance Requests (JTARSR), and Electronic Attack Request Forms (EARF) are typically sent via TBMCS.  Primary, secondary and tertiary means will be established as the theater, situation, and available technologies dictate.  Alternate means may include SIPR email, hard copy DD form submission, and voice.  Requests for aviation support will be preplanned to the maximum extent practical to facilitate integration into the ATO development process.  Immediate requests for aviation support will typically be handled by the Air Operations Watch Officer in the COC.

d.  In addition to the above reports and products, the FECC and COC will receive additional direction from higher at the conclusion of the Joint Targeting Board.  Once the JTB is complete, there will be a Joint Integrated Prioritized Target List (JIPTL) published.  From this JIPTL, the ATO will be created.  Further guidance includes the BSM, which is published for the MSEs and the selection of targeting guidance, and the RAGM, which is published to the COC floor for reactive targeting.  Examples of the BSM, Target List Worksheet, DCM, and RAGM follow can be found at the II MEF IM Matrix at: https://intranet1.iimef.usmc.mil/pages/matrix.aspx.

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# Chapter 7 - AC/S G-4 (LOGISTICS)

7000. <u>OVERVIEW</u>. This chapter provides general guidelines regarding the planning, directing, and assessing of logistics operations for II MEF in execution of a forward deployed, non-garrison environment. The intent is to provide general information on the AC/S G-4 organization, responsibilities, battle rhythm, planning guidelines, and reports. Details normally associated with specific logistics support relationships and unit assignments will not be covered. This chapter assumes specific sustainment planning and subsequent execution will be tailored to mission requirements via an approved OPORD.

7001. <u>G-4 RESPONSIBILITIES</u>

1. The AC/S G-4 is the principal staff officer for logistics matters and Combat Service Support (CSS) functions. The mission of the G-4 is to plan, direct, and assess logistics resources in support of (ISO) II MEF operations.

    a. Directed Tasks

        (1) Determine, in coordination with AC/S G-3, requirements for logistics and CSS of the MEF to include consolidating the CSS needs of the MSC/Es.

        (2) Provide overall Priorities, Plans, Policies, and Oversight (P3O) for MEF logistics operations to allow for the accomplishment of the II MEF mission.

        (3) Assess the logistics posture of the MEF and make recommendations for the allocation of material, supplies, services, and priorities of CSS in coordination with MEF G-3 and MSC/Es.

        (4) Ensure, in coordination with AC/S, G-3, that the tactical scheme of maneuver considers CSS capabilities and limitations.

        (5) Determine, in coordination with the 2d Marine Logistics Group (2d MLG) staff, the capabilities associated with logistics and CSS.

        (6) Determine the extent of external transportation, maintenance, and supply support required, and submit requirements for external support to higher authority.

        (7) Supervise administrative functions in logistics and CSS matters, including the preparation of long-range logistics plans, studies, estimates, records, and reports.

        (8) Coordinate and publish the logistics portions of plans and orders.

        (9) Provide staff supervision of execution of the commander's intent dealing with logistics and CSS.

        (10) Coordinate and supervise the embarkation of the MEF.

        (11) Coordinate, plan, and prioritize engineer efforts in the II MEF AO utilizing military, civilian and contracted engineers to create conditions supporting the Commander's lines of operation.

        (12) Participate in selected MEF OPT meetings and B2C2WGs as required.

2. The G-4 facilitates or chairs the following B2C2WGs:

    a. MEF Requirements Review Board.

    b. JTF Requirements Review Board.

c.  Sustain Working Group.

d.  Logistics Coordination Board.

e.  Force Transportation Working Group.

f.  Re-deployment Working Group.

g.  Joint Facilities Utilization Board.

h.  Prioritized Engineer Project Working Group.

i.  Materiel Readiness Working Group.

j.  Deployment Operations FDP&E Working Group.

7002.  <u>ORGANIZATION</u>

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                        │  AC/S G-4 (06)  │
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                    ┌────────────┴─────┐
                    │   G4 Log Chief   │
                    └────────┬─────────┘
   ┌──────────┬──────────┬───┴───────┬──────────┬──────────┐
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│Opera-│ │Materiel │ │ MAGTF  │ │Operatio-│ │Engineers│
│tions │ │Readiness│ │Deploy- │ │nal      │ │        │
│and   │ │Branch   │ │ment    │ │Contract │ │        │
│Plans │ │         │ │Distrib-│ │Supt     │ │        │
│      │ │         │ │ution   │ │         │ │        │
│      │ │         │ │Ops     │ │         │ │        │
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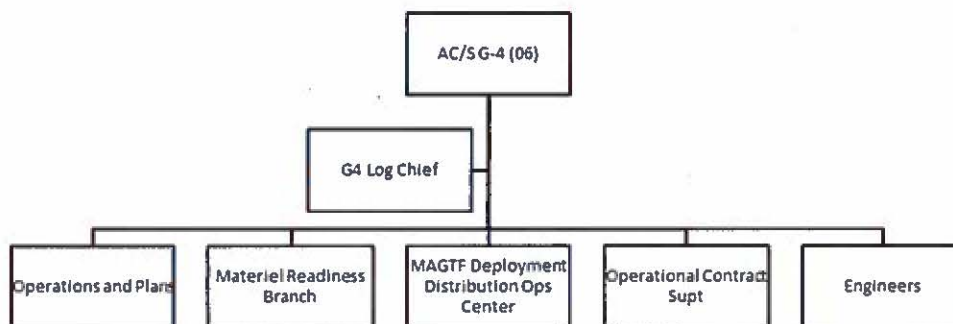
Figure 7-2:  G-4 Organization

1.  <u>Operations and Plans (Ops and Plans)</u>:  Crisis response, contingency planning, and exercise support.

2.  <u>Materiel Readiness Branch (MRB)</u>:  Supply, motor transport, food service, maintenance management, ground ordnance and ammunition.

3.  <u>Marine Air-Ground Task Force (MAGTF) Deployment and Distribution Operation Center (MDDOC)</u>:  Embarkation, distribution, and movement coordination.

4.  <u>Operational Contract Support (OCS)</u>:  Operational Contract Support (OCS). Advises MSC/Es on the most effective sourcing solution for requirements, and assists with requirements development.  In addition, MEF OCS will establish and facilitate requirement review boards (RRB).

5.  <u>Engineers (ENG)</u>:  Engineer Operations and Plans, Engineer Equipment, Bulk Liquids, Utilities, Construction, and Facilities.

7003.  G-4 BRANCH STRUCTURE

1.  Support to the Combat Operations Center.  The Logistics Watch Cell represents the AC/S G-4 within the COC.  The Logistics Watch Cell monitors, coordinates, and supervises the execution of the MEF logistics plan for the current battle.  The G-4 will utilize C2 systems within the COC such as Common Logistics Command and Control System (CLC2S), Global Combat Support System Marine Corps (GCSS-MC) and Transportation Capacity Planning Tool (TCPT) in the execution of their logistics duties.  The Logistics Watch Cell will provide logistics input to the Command Journal and provide support and sustainment recommendations to the SWO, Command Group, and Battle Staff as required.

2.  Operations and Plans - Billet Roles and Responsibilities

    a.  G-4 Operations Officer (OPSO)

        (1) Develop policies and identify requirements, priorities, and allocations for logistics support.

        (2) Plan and coordinate organic logistics operations with logistics support from external commands or agencies.

        (3) Coordinate and prepare the ground logistics and CSS portions of plans and orders.

        (4) Supervise the execution of the Commander's orders regarding logistics and CSS.

        (5) Ensure that the concept of logistics support clearly articulates the Commander's vision of logistics and CSS operations.

        (6) Coordinate with supported organizations to identify logistics support requirements and develop estimates of supportability for their CONOPS.

        (7) Coordinate with the G-1/G-3 to identify and prioritize the sourcing of equipment and logistics support personnel.

        (8) Recommend the composition and organization of supporting organizations based on guidance from HHQ and the CONOPS and schemes of maneuver of supported organizations.

        (9) Coordinate and supervise the execution of the command's logistics support operations and provides liaison elements to the supported commands.

    b.  Logistics Operations Chief

        (1) Monitor routine reporting and message traffic for logistics trends and deviations.

        (2) Ensure required logistics reports are submitted on time with accurate, relevant information.

        (3) Maintain contact with MSC/E counterparts to maintain situational awareness of MAGTF/Navy sustainment issues.

        (4) Manage the internal and external battle rhythm to support mission requirements.  External requirements must be registered with internal action in order to avoid miscommunication and ensure economy of force and effort.

c. Current Operations (COPS) Officer

(1) Receive and record operational reports from higher, adjacent and subordinate commands. Transmits and disseminates logistics reports and logistics FRAGOs that are outbound from the G-4.

(2) Coordinate efforts of the five branches of the G-4 in the execution of the CONOPS.

(3) Ensure that Automated Message Handling System (AMHS) message traffic is monitored on a daily basis.

(4) Maintain supervision over the G-4 Watch Officer/Chief within the LOC.

(5) Serve as the G-4 RFI manager.

d. Future Operations (FOPS) Officer

(1) Prepare the Logistics annex ISO MEF Operation Orders in coordination with MEF G-4 staff and the MAGTF.

(2) Serve as the lead for the MEF Logistics OPT.

(3) Serve as the secondary G-4 representative at MEF OPT sessions.

(4) Ensure that key planning activities are identified and scheduled for further detailed staff planning.

e. Logistics Plans Officer

(1) Coordinate with the G-3 in the development and refinement of logistics planning efforts ISO MEF OPLANs and Contingency Plans (CONPLANs).

(2) Prepare logistics estimates of supportability in coordination with MEF G-4 staff and the LCE.

(3) Serve as the primary G-4 representative at MEF OPT sessions.

f. G-4 Watch Officer/Chief

(1) From the COC floor, monitor CSS operations and report significant events or changes in the logistics posture of the MEF to the G-3's SWO and AC/S G-4.

(2) Coordinate with G-4 Staff to ensure operational reports are completed and submitted as necessary.

(3) Brief the SWO on the current logistics posture of the MEF as required.

(4) Receive, disseminate, and track to completion all tasks, action items, or requirements directed to the G-4.

(5) Coordinate G-4 staff actions ISO the COC battle rhythm.

g. Logistics Operations and Plans Non-Commissioned Officer (NCO)

(1) Complete tasks assigned by the OPSO and Operations Chief as required.

(2) Create, maintain, and update the G-4 SharePoint Portal on SIPR/NIPR.

(3) Build and maintain G-4 daily read board, Logistics/Operations read binder, and the G-4 Reports binder.

3.  Materiel Readiness - Billet Roles and Responsibilities

    a.  Materiel Readiness Officer

        (1) Ensure efforts among MSC/Es are coordinated with MAGTF and Naval forces IAW HHQ policies and directives.

        (2) Serve as working group representative for all matters pertaining to the various Materiel Readiness functions.

    b.  Food Service Officer

        (1) Establish feeding plans, policies, and procedures for MEF forces IAW Marine Corps directives.

        (2) Provide food service technical oversight and guidance to II MEF MSC/Es as required.

        (3) Provide technical advice and guidance on expeditionary feeding concepts and doctrine.

        (4) Develop Class I input for operations and orders, prepare Letters of Instructions (LOIs) and feeding plans, compute requirements, and coordinate support with higher, adjacent and subordinate staff sections.

        (5) Prepare and consolidate daily Class I Logistics Status reports.

        (6) Coordinate, as required, with the MEF Supply section for sourcing food service equipment to support organizations external to the MEF.

    c.  Supply Officer

        (1) Direct and oversee the proper execution of supply policies within the MEF.

        (2) Coordinate with commodity SMEs internal to MEF on supply-related portions of feasibility of support, distribution, disposition/retrograde, requisition management, equipment storage, allowance adjustments, and accountability.

        (3) Monitor and report critical supply deficiencies to HHQ.

        (4) Monitor procurement and integrated logistics plans within the MEF.

        (5) Monitor the property accounting on-hand quantities and allowances of II.MEF forces.

        (6) Direct temporary loans/redistribution between MEF MSEs and redistributions ISO external command requirements.

        (7) Coordinate with external organizations to fulfill equipment deficiencies within the MEF that cannot be supported by internal distribution.

        (8) Conduct MEF-wide Equipment Density List (EDL) reviews and monitor Command Adjustments.

        (9) Serve as working group representative for newly fielded equipment and coordinate any required supply support.

        (10) Monitor requisitions and MILSTRIP records to ensure proper execution; facilitate liaison with external agencies as required to facilitate proper management of requisitions and MILSTRIP records.

d. <u>Maintenance Management Officer</u>

(1) Advise the MEF AC/S G-4 on maintenance related issues and MEF materiel readiness.

(2) Manage logistics systems and reports that are generated by the current Class 1 Automated Information Systems (AIS) to include: GCSS-MC and Total Lifecycle Management System-Operational Support Tool (TLCM-OST).

(3) Identify reporting errors, trends, and problems with Table of Authorized Material Control Numbers (TAMCNs) to the MSC/Es for corrective action.

(4) Coordinate with the commodity managers for assistance in resolving maintenance trends within their respective fields.

e. <u>Ordnance Officer</u>

(1) Provide recommendations and guidance concerning the ordnance equipment (E TAMCNs) on the MEF's EDL.

(2) Coordinate ground combat loss Principle End Item (PEI) replacement with Marine Corps Logistics Command (MCLC).

f. <u>Ground Ammunition Officer</u>

(1) Consolidate MSC/Es short-/long-range ammunition forecasts for submission.

(2) Assist MEF G-3 with determining current and future ammunition requirements.

(3) Determine stockage objectives and ordering triggers for future sustainment support.

(4) Serve as MEF Point of Contact (POC) and SME for coordination and support for ammunition embarkation and related training.

(5) Assist with the planning and coordination for ammunition transportation ISO current and future operation plans and orders.

(6) Supervise and instruct MSC/Es on current regulations for the safe handling, transportation, requisitioning, issue, receipt, security, management, control, and accountability of ammunition.

(7) Compile and record daily Munitions Reports (MUREPs) submitted by MSC/Es.

(8) Serve as the MEF Explosives Safety SME.

(9) Review all Missing, Lost, Stolen, and Recovered (MLSR) ammunition reports from all MSC/Es.

(10) As required, coordinate with the 2d MAW Aviation Ordnance Officer for all matters pertaining to Class V (A) and for all common ammunition explosive safety matters.

g. <u>Motor Transport Officer</u>

(1) Coordinate with HHQ and Marine Corps Systems Command (MCSC) to ensure all equipment being fielded has applicable armor and vehicle enhancements applied prior to embarkation.

(2) Manage the distribution, application, and tracking of all armor and vehicle enhancements.

(3) Analyze and evaluate motor transport capabilities within the MEF and provide recommendations and guidance concerning motor transportation equipment (D TAMCNs).

(4) Monitor motor transport equipment combat readiness in coordination with the MEF G-4 Maintenance Management Officer (MMO).

h.   Aviation Ordnance Officer

(1) Serves as principal technical advisor to the MEB AC/S G-4 for Class V (A).

(2) Monitors Crew Served Weapons and Aviation Armament Equipment inventory levels.

(3) Consolidates Air Combat Element (ACE) Class V (A) ammunition short/long forecasts for submission.

(4) Monitors MSE Aircraft Weapon Release and Control and related weapons system readiness.

(5) Determines stockage objectives and ordering triggers for future sustainment support based on ACE type/model/series (T/M/S) assigned aircraft.

(6) Serves as MEB POC and SME on CLASS V (A), Aircraft Armament Equipment, Ammunition Weapons Support Equipment (AAE/AWSE).

(7) Assists with the planning and coordination for Ammunition transportation/ prepositioning in support of current and future OPLANS and orders.

(8) Supervises and instructs ACE on current regulations for the safe handling, transportation, requisitioning, issue, receipt, security, management, control, and accountability of Class V (A) ammunition.

(9) Provides oversight on Forward Arming and Refueling Point (FARP), Ammunition Supply Point (ASP), and Flight line Explosives Safety requirements.

(10) Monitors Conventional Ordnance Discrepancy Reports (CODR) on weapons systems and provides technical input as required.

(11) Coordinates with the ACE Aviation Ordnance Officer for all matters pertaining to Aviation Ordnance and for all common Ground Ammunition/Aviation Ordnance explosive safety matters.

(12) Influences/assists with execution of Aviation Ordnance logistics efforts.

(13) Assists with periodic document reviews, causative research, and document preparation.

(14) Ensures MSE compliance with applicable directives and effects changes as necessary.

i.   Common Logistics Command and Control Systems (CLC2S).  CLC2S is a combat service support management tool that provides a logistics command and

control capability. CLC2S provides improved management and control of tactical level resources and service support requirements while providing the MAGTF commander and staff with an automated means to quickly view warfighting readiness posture via the battle space common operating picture (COP). This system provides the following two key application components.

(1) Request Management. This feature allows supported ground units to submit and manage their requests for logistics support and receive continuous and timely updates for their demands. Requests provides both supported and supporting units with the means to electronically submit and track requests for logistics support while receiving continuous and timely updates for their demands from inception to completion.

(2) Asset Management. CLC2S has a set of asset management capabilities accessible from the login page which enables the user to review, manage, and modify personnel, equipment, and supplies. The equipment visibility function enables the user to review and modify equipment records. The supply visibility function enables the user to review and modify supply records. These subsystems in asset management allow capacity managers to see what equipment, personnel, and supplies are available to support and satisfy the requests submitted via the Rapid Request Tracking System (RRTS). None of these subsystems are intended, nor should they be used, to supplant GCSS-MC or MOL reporting for equipment and personnel.

(3) Subordinate units should identify CLC2S operators and ensure they are properly trained

(4) MSC/Es are directed to utilize CLC2S to track current LOGSTAT information for Class I, III (B), and V, and to submit and track all logistic support requirements. CLC2S will also be used to track equipment status, equipment readiness, and view the status of the MPF offload in order to make informed decisions about the overall progress of the operation. The MEF G4 will provide a process flow chart to subordinate units to ensure the same common reporting picture across the force.

4. MAGTF Deployment Distribution Operations Center (MDDOC) - Billet Roles and Responsibilities

   a. MDDOC Officer In Charge (OIC)

(1) Coordinate and supervise the MEF deployment and distribution process.

(2) Coordinate strategic and operational level deployment and distribution support with higher, adjacent and subordinate agencies.

(3) Deconflict competing deployment and distribution requirements IAW CG II MEF priorities.

(4) Coordinate and maintain asset visibility requirements and implementation throughout the distribution pipeline.

(5) Support the II MEF Reception, Staging, Onward Movement, Integration (RSO&I) transportation coordinator.

(6) Coordinate movement plans with the MEF Sustainment/Materiel Readiness Officer when required to increase battlefield effectiveness.

(7) Coordinate and monitor the use of inter- and intra-theater air, ground, and sealift.

(8) Manage all distribution related In-Transit Visibility/Automated Identification Technology/Automated Information Systems (ITV/AIT/AISs) within the battlespace.

b. Strategic Mobility Officer

(1) In conjunction with (ICW) MEF G-3, coordinate and supervise the strategic movement of MEF personnel, equipment, and supplies from Point of Origin (POO) to Sea Port of Embarkation (SPOE) and Aerial Port of Embarkation (APOE).

(2) Coordinate and maintain asset visibility of equipment and personnel from the POO to final destination during deployment and redeployment process.

(3) Ensure assigned units are prepared for embarkation and direct unit marshaling ISO redeployment efforts in synchronization with the validated TPFDD.

(4) Support efforts ISO the RSO of MEF forces, units, and supplies.

(5) Coordinate and monitor the use of strategic and inter-theater air and surface operations ISO II MEF forces.

(6) Establish and direct efforts of the MAGTF Movement Control Center (MMCC), Airlift Liaison Element (ALE) and Sealift Liaison Element (SLE) at all key MEF transportation nodes.

(7) Coordinate and establish support of Terminal Operation Organizations (TOO) as required ISO nodal throughput requirements.

(8) Receive, consolidate, and publish movement reports ISO II MEF force movement and loading/unloading operations at key nodes.

c. MAGTF Movement Control Center (MMCC) OIC

(1) Coordinate movement for assigned and attached forces based on validated Transportation Movement Requests (TMR).

(2) Maintain and monitor movement status from POO to SPOE/APOE and from SPOD/APOD to Tactical Assembly Area (TAA).

(3) Synchronize, coordinate, and monitor use of inter and intra theater ground transportation.

(4) Establish communications and coordinate movement efforts with higher, adjacent, and subordinate headquarters movement control agencies.

(5) Establish movement control procedures IAW MEF Commander's priorities.

d. Distribution Management Officer

(1) Prioritize distribution resources and coordinate transportation assets and enablers.

(2) Conduct logistics chain planning and integrate with distribution networks, including operational level maintenance and strategic prepositioning stocks.

(3) Coordinate with the MAGTF Materiel Distribution Center (MMDC) and designated TOOs for receiving and tracking all cargo, equipment, and containers entering or leaving the MEF AO.

(4) Provide MEF oversight for all Air Clearance Authority (ACA) air challenge issues.

(5) Ensure all custom requirements are met for passenger and cargo movement.

(6) Coordinate with higher, adjacent, subordinate, and supporting entities for MEF distribution support.

(7) Act as the MEF ITV Coordinator.

5. <u>Operational Contracting Support - Billet Roles and Responsibilities</u>

    a. <u>Operational Contract Support Advisors</u>:

(1) Establish an Operational Contract Support Integration Cell (OCSIC) to ensure requirements are properly defined, integrated, validated, funded, and supported by a contract provider.

(2) Assess the core capabilities of all potential contract providers in a given area of operations to determine the most appropriate contract support provider.

(3) Develop the contracting concept of support (Annex W).

(4) Coordinate with higher, adjacent and subordinate contract providers.

(5) Coordinate/facilitate requirement review boards (RRB). Reference (ai) will serve as the foundation for the II MEF RRB.

    (a) <u>Purpose</u>. The purpose of II MEF RRBs is to review, validate, and make recommendations to the II MEF Chief of Staff, on designated requests for supplies and services.

    (b) <u>Method</u>. II MEF RRBs will be convened to assess the following designated requests:

    <u>1</u>. Pre-deployment procurement of mission-essential supplies and commercial off-the-shelf equipment in the event of large-scale (MSC and above) deployments. Evaluation criteria will be established by the MEF G-3/G-4 based on mission/theater requirements and anticipated volume.

    <u>2</u>. Supplies and services while deployed, and as designated by Theater, Marine Forces (MARFOR), and MEF-internal guidance.

    (c) <u>End state</u>. To ensure compliance with Commander's intent and priorities, cost savings through economy of scale purchases, proper oversight and management, accountability and sustainability of designated requests.

    (d) <u>Unit responsibilities</u>. Units are responsible for conducting proper analysis prior to submitting a request for any supply/service to the II MEF RRB.

    (e) <u>Supporting documentation</u>. Documentation must be submitted by the unit that clearly articulates a command mission/need/requirement and the relation between the requested service or supply and the mission/need/requirement. The requiring activity shall include any supporting documentation that clarifies what is being requested and why it is necessary, e.g., Marine Corps orders, training manuals, etc.

6. <u>Engineer Section - Billet Roles and Responsibilities</u>

    a. <u>Engineer Officer</u>

(1) Coordinate and prioritize engineer resources ISO II MEF Commander's priorities with higher, adjacent and subordinate engineer forces, MSC/Es, Commander Task Force (CTF), and the Marine Corps' supporting establishments.

(2) Synchronize the employment of organic engineer capabilities/forces ISO II MEF maneuver forces.

(3) Coordinate infrastructure construction ISO II MEF forces.

(4) Provide engineer expertise to staff sections and MSC/Es within II MEF. Estimate, validate, and recommend engineer requirements.

(5) In conjunction with II MEF MHG and II MEF G-4 Base Operation Support and Integration (BOS-I), develop Base Camp Master Plans for contingency bases.

(6) Coordinate and host weekly II MEF Commander's Prioritized Engineer Project List (PEPL) Working Group. Recommend prioritization of the PEPL for G-3 approval.

(7) Coordinate and host weekly II MEF Commander's Joint Facilities Utilization Board (JFUB).

(8) Prepare engineer annexes and detailed plans for publication.

b. Engineer Operations Officer

(1) Coordinate COC vetted engineer support directly with the SWO.

(2) Assign tasks internally and formulate appropriate response and feedback to the SWO.

(3) Assist with development of all Engineer originated reports and FRAGOs.

(4) Coordinate with the II MEF G-3 COPS FRAGO Manager regarding all FRAGOs and RFIs.

(5) Review all HHQ FRAGOs to identify tasks and information relevant to engineer operations. Prepare and submit the consolidated Engineer Weekly SITREP to HHQ.

c. Engineer Chief

(1) Provide visibility on all road and bridge construction statuses within II MEF AO.

(2) Maintain the route repair database and crossing site database. Collect quarterly route and bridge inspection reports.

(3) In coordination with the MDDOC, MMCC and Division G-3 Tactical Movement Control Center (TMCC), identify, record, and report potential trafficability concerns and report major damage to routes or infrastructure to Engineer Operations.

(4) Manage projects outside the MSC/E organic engineer capabilities. Track submissions, designs, planning, materiel sourcing, and contracting via the PEPL. Validate and prioritize MSC construction requests against operational requirements, Commander's Priorities and resource availability.

(5) Manage the Marine Corps Building Materials Yard ISO PEPL approved projects and coordinate MSC pickup.

(6) Provide Construction Officer Support to MSC/E PEPL requirements.

(7) Receive, review, compile and submit to HHQ all Land Request Forms (LRF) from the responsible MSC/Es to ensure the legal acquisition of real estate for military operations.

e. Engineer Equipment Officer

(1) Oversee the maintenance, management, and sourcing of engineer equipment.

(2) Ensure readiness by coordinating with MSC engineer equipment and maintenance managers. Coordinate with HHQ, MARCORSYSCOM, MARCORLOGCOM, and other supporting agencies for Service Life Extension Programs (SLEP), PEI rotation programs, Urgent Universal Needs Statement (UUNS) equipment requests, and equipment fielding.

(3) Solicit input from supported units and provide feedback to supporting agencies concerning issues affecting II MEF engineer equipment capabilities.

(4) Advise the AC/S G-4 and the Engineer Officer on equipment availability, employment and proper use for planned projects and participate in OPTs.

(5) Source equipment for projects and operations as required.

f. Utilities Officer

(1) Oversee the management and sourcing of utilities equipment.

(2) Oversee potable water production and accountability for II MEF forces and coordinate distribution support beyond II MEF capabilities.

(3) Coordinate with HHQ, MARCORSYSCOM, MARCORLOGCOM, and other supporting agencies for Service Life Extension Programs (SLEP), PEI rotation programs, Urgent Universal Needs Statement (UUNS) equipment requests, and equipment fielding related to the utilities field.

(3) Solicit input from supported units and provide feedback to supporting agencies concerning issues affecting II MEF utilities equipment capabilities.

(4) Advise the AC/S G-4 and the Engineer Officer on utilities equipment availability, employment and proper use for planned projects and participate in OPTs.

(5) Source utilities equipment for projects and operations as required.

g. Bulk Fuel Officer

(1) Perform staff planning and supervision of bulk fuel support, identify bulk fuel support requirements, determine asset availability, and coordinate MSC support including transportation, storage, distribution, quality control, and accountability for equipment.

(2) Analyze bulk fuel factors affecting operations and exercises; prepare bulk fuel portions of administrative and operational plans.

(3) Maintain liaison with GCC JPOs, DLA-E, and NAVSUP on matters relating to bulk fuel.

(4) Oversee class III distribution and accountability for II MEF forces. This includes submission of the REPOL and other required Class III reports as directed from higher.

(5) Coordinate bulk fuel distribution support beyond II MEF capabilities via the JPO and DLA-E.

h. Naval Construction Force Liaison Officer (NCF LNO)

(1) Advise the MEF Engineer Officer on matters pertaining to capabilities, deployment, and employment of Seabee units and assist with the coordinated execution of engineer tasks utilizing.

(2) Assist with deliberate planning to ensure complementary engineer support and ensure time phasing, available force structure, and employment schedules coincide with the supported commanders' expectations.

(3) Conduct a MEF/NCF Interoperability Working Group to ensure NCF units remain capable of supporting operations. This group should examine all aspects of interoperability from equipment, weapons, and ammunition to missions, capabilities, and doctrine.

i. Facilities Manager

(1) Plan and coordinate with Camp Commandants and BOS-I for organic engineer support to infrastructure, utilities, and life support requirements.

(2) Ensure planning and execution of life support construction and maintenance is executed per environmental and fire protections/prevention policies and procedures.

(3) Promulgate directives and provide guidance and assistance with the development and operation of bases through BOS-I managers and Camp Commandants.

(4) Monitor and oversee the preparation and submission of facilities reports.

(5) Maintain base history, current use, population capacities, life support capabilities, and development information.

(6) Assist MSC Camp Commanders and BOS-I with preparing requirements for the PEPL process.

j. Environmental Compliance Coordinator

(1) Responsible for ensuring II MEF units comply with Hazardous Waste (HW) and HAZMAT clean up, storage and disposal regulations.

(2) Coordinate with MSCs to ensure HAZMAT regulations are understood and enforced.

(3) Conduct regularly scheduled compliance visits and inspections at each camp within the II MEF AO.

(4) Assist in resolving non-compliance issues through coordination with HHQ and supporting agencies.

(5) Facilitate the ordering of specialized material and equipment. Coordinate contracted environmental services when required.

k. Fire Marshall

(1) Oversee the adherence to the Fire Protection and Prevention (FP&P) program, working closely with MSC Safety Offices and assigned Fire Program officials to provide local oversight of the program.

(2) Conduct training ISO MSC Fire Prevention Programs as necessary.

(3) Conduct coordinated and scheduled visits and inspections aboard each camp within II MEF AO.

7004. LOGISTICS OPERATIONS CENTER

1. Logistics Operations Center (LOC)

a. The LOC is responsible to the AC/S G-4 and G-4 OPSO for the coordination of logistics operations ISO MEF operations. The LOC will coordinate the efforts of the five branches of the G-4 in the prosecution of requirements.

b. Serve as the central repository for all operational reports, RFIs, messages, and orders from higher, adjacent and subordinate commands. Transmit and disseminate logistics reports, Ground Transportation Orders, and AHMS messages. Coordinate, track, and submit G-4 input for staffed MEF FRAGOS.

c. Analyze and direct the flow of logistics information coming into the LOC to ensure that command and control personnel (within and outside the LOC) have all available information when they need it to accomplish their tasks.

d. Inform higher, adjacent, and subordinate commands of significant events occurring within the MEF AO to include transmitting the orders and tactical decisions of MSC/Es and supporting units.

e. Monitor the status of communications with higher, adjacent, and subordinate commands to ensure G-4 compliance with deadlines set forth in relevant communications.

f. Ensure that G-4 branches and CSS organizations not represented in the MEF COC are notified of and take appropriate action on operational situations affecting functions within their purview.

g. Monitor the progress of tactical operations and expeditiously report significant events or incidents to the G-4 OPSO and G-3 COPSO.

h. Prepare, coordinate, and provide a daily standup brief to the G-4 OPSO on all ongoing G-4 actions, recently released FRAGOS, and deadlines set by HHQ and adjacent commands.

2. LOC Duties

a. Ensure the LOC is manned by designated G-4 representatives and LNOs.

b. Attend the daily MEF COC turnover meetings.

c. Update and submit slides to the MEF COC for the COC turnover.

d. Review FRAGOS.

e. Ensure G-4 Log Operations briefing slides are prepared for the Logistics Coordination Board (LCB).

f. Maintain familiarity with and access to all G-4 information systems associated with the watch as indicated in Table 7-1:

| System | Nomenclature | Network | Web OR System |
|--------|-------------|---------|---------------|
| CLC2S | Common Logistics Command and Control System | NIPR or SIPR; | Web |
| TAMIS | Total Ammunition Management Information System | NIPR | Web |
| TFSMS | Total Force Structure Management System | NIPR | Web |
| TLCM-OST | Total Life Cycle Management - Operational | NIPR | Web |

| | | | |
|---|---|---|---|
| | Support Tool | | |
| GCSS-MC | Global Combat Support System - Marine Corps | NIPR | Web |
| MDSS II | MAGTF Deployment Support System II | NIPR | System |
| TCPT | Transportation Capacity Planning Tool | NIPR or SIPR | Web |
| SMS | Single Mobility System | NIPR or SIPR | Web |
| SRS | (SAAM (Special Assignment Airlift Mission) Request System) | NIPR | Web |
| ICODES | Integrated Computerized Deployment System | NIPR | System OR Web |
| IGC | Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence | NIPR | Web |
| IBS | Integrated Booking System | NIPR | Web |
| OIS | Ordnance Information System | SIPR | Web |

Table 7-1: G-4 Information Systems

## 7005.  GENERAL COMBAT SERVICE SUPPORT/SUSTAINMENT PLANNING

1.  MEF LCE will serve as the lead for sustaining the MEF.  External requirements, exceeding MSC/E or MEF requirements will be forwarded to the MEF G-4 for prioritization and sourcing.

2.  Forecasting.  The MEF Supply Officer, with assistance from functional area SMEs, will develop forecasts on all classes of supply based on pre-deployment assessments, theater specific requirements, and projected shortfalls.  Forecasted material requirements should be submitted to the LCE to coordinate sustainment support through the Marine Corps' Supply System while deployed.

    a.  Planning.  As required, MSC/Es provide an equipment distribution plan by unit, quantity, and POC for each unit to II MEF G-4 Supply.

        (1) MSC/Es, or using units, will receipt/account for equipment.

        (2) All units will ensure 100 percent supply accountability of small arms, optics, and other high-values items.

        (3) Classes of Supply Planning Factors (Table 7-2):

| Class of Supply | Description | Planning Factors |
|---|---|---|
| Class I | Subsistence (Food/Water) | 60 Days of Supply (DOS) |
| Class II | Individual Combat | Will Deploy with required equipment per the |

| | Equipment | issued gear list. |
|---|---|---|
| Class III | Petroleum Supplies | 60 DOS |
| Class IV | Construction and Barrier Material | 60 DOS tied to projected theater requirements |
| Class V | Ammunition | 60 Days of Ammunition (DOA) based on projected expenditure rate and storage capability |
| Class VI | Personal Demand | Individual Marine deploys with hygiene necessities. Sustainment coordinated via LCE. |
| Class VII | Principle End Items | Validated by HQMC and sourced from II MEF based on Mission, Enemy, Terrain, and Time (METT) |
| Class VIII | Medical/Dental Supplies | 60 DOS (less blood) |
| Class IX | Repair Parts | Based on Class VII on hand and storage capacities |

Table 7-2:  Classes of Supply Planning Factors

   b.  Supply Systems

        (1) Supply System Requirements.  Units will use GCSS-MC.  CLC2S will be utilized to request supplies, movement of people and things, and services.

        (2) Particular attention will be paid to Marine Corps Automated Readiness Evaluation System (MARES) Reportable items.

        (3) Particular attention will be paid to Mission Essential Equipment Reportable items.

   c.  Supply System Requisitions

        (1) Priority Requisitions.  Units, while engaged in or assigned to combat zone operations, must practice supply system discipline while assigned Force Activity Designator (FAD) II to ensure supporting organizations can identify and expedite truly critical supplies.  Unit commanders or their designated representatives shall approve all priority-02 requisitions.

        (2) Open Purchase Requests.  Open Purchase Requests will be approved by the MSC/E Commander and II MEF Comptroller prior to sourcing.

   d.  Maintenance

        (1) The policy of II MEF is to promote maintenance discipline through a team effort with input from operators, maintainers, and supervisors. Maintenance is continuous and will be accomplished at all levels of command throughout all phases of operations and training.  All maintenance conducted will be performed IAW current technical publications, the authorized echelon of maintenance according to the T/O&E, and will be documented on appropriate forms and reports.

        (2) Assignment of operators.  A specific operator or crew will be assigned to every item of equipment for the performance of operator maintenance.  Commanders are responsible for ensuring that adequate numbers of licensed operators are on hand in their units.  At no time will unlicensed operators operate equipment.

        (3) Preventive Maintenance Checks and Services (PMCS).  PMCS consists of the care and servicing performed by personnel for maintaining equipment in

a satisfactory operating condition. The establishment of a PMCS program and performance of timely Preventive Maintenance (PM) is the responsibility of Commanders with assistance from CE commodity managers. Maintenance will be conducted under the supervision of the commodity officer/chief who will ensure that all maintenance is being properly performed and that all necessary tools, supplies and publications are on hand.

(4) PMCS will be scheduled per applicable Technical Manuals (TMs), and Lubrication Orders (LOs).

7006. OPERATIONAL CONTRACT SUPPORT (OCS)

1. OCS provides II MEF with contracting subject matter expertise to assist in advising and planning for contract support. II MEF OCS personnel do not hold contract warrants or write government contracts. Contract execution comes from 2d MLG, Headquarters Regiment, Services Company, Expeditionary Contracting Platoon (ECP). Contracting officers from the ECP are assigned to Marine Expeditionary Units (MEUs), and Special Purpose Marine Air-Ground Task Forces (SPMAGTF). Careful attention must be paid to command relationships to ensure proper tasking, and oversight for these Marines if they are in support of a MEF mission.

2. Support requirements that exceed the capacity of the 2D MLG ECP will be globally sourced via a request to MARFORCOM.

3. Basic planning considerations for commodities and services:

a. Commodities. Commodities include all general commercial-off-the-shelf (COTS) items and deliverable end products. Units must adequately define the commodity using the PR, to include all salient characteristics of the required item, such as manufacturer, part number, item description, color, make, model, key operating characteristics, etc. Special attention must be made to not specifically request a "brand name" item, unless one is absolutely required. In such cases, the applicable sole-source justification must be provided with the PR.

b. Services. Services are defined as work to be performed in achieving an end product, goal, or task. Services include those items that are not considered consumable products and in which a majority of the costs associated with the end product consists of labor. All PRs for the acquisition of services must include a complete Performance Work Statement (PWS), as well as a Phase I trained Contracting Officer's Representative (COR) nominee.

c. Statement of Work (SOW). For service-related requirements, the SOW shall clearly describe the work and quality requirements of the deliverable. The SOW portion of a contract describes actual work to be done by the contractor by means of the following: (1) Specifications or other minimum requirements, (2) Quantities, (3) Performance dates, (4) Time and place of performance of services, and (5) Quality requirements. A SOW plays a key role in the solicitation because it serves as the basis for the contractor's response. It also serves as a baseline against which progress and subsequent contractual changes are measured during contract performance.

7007. MOVEMENT CONTROL

1. G-3

a. The G-3 ensures that the movement control plan is integrated into the MEFs scheme of maneuver. The G-3 plans and directs the positioning and maneuver of combat and CSS units within the MEF area.

b. The G-3, in coordination with the G-4, establishes priorities for using Main Supply Routes (MSRs) and Alternate Supply Routes (ASRs) for movement and maneuver.

c. Maneuver will normally have priority over movement. However, maneuver must be well coordinated with movement to prevent route congestion, enforce movement priorities, and ensure continuous logistics support.

2. G-4

a. The G-4 develops logistics support plans and directs priorities for movement.

b. The G-4 assists the G-3 in establishing priorities for use of MSRs. The G-4 plans and directs the support of the logistics units to support the command's movement control and transportation effort.

c. The functions of movement control consist of planning, validating, allocating, routing, managing priorities, coordinating, ITV, and force tracking as indicated in Figure 7-2.
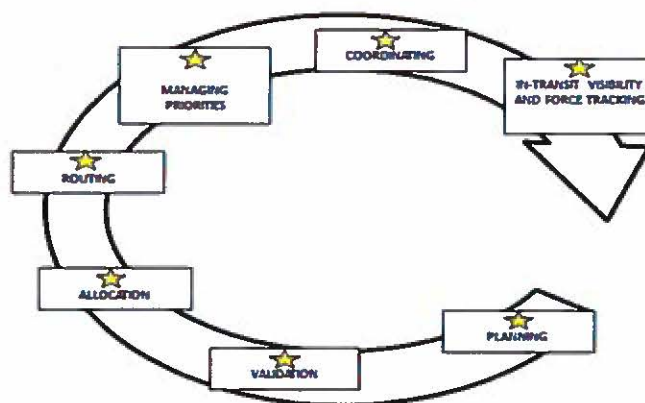


Figure 7-2: Functions of movement control

3. Functions of Movement Control

a. Planning. Transportation planning is vital to the success of military operations at all levels of command. During course of action development, transportation planners concurrently develop movement estimates for each course of action being considered. II MEF G-4 will advise commanders and staff on transportation matters, coordinate transportation staff actions, and evaluate the effectiveness of the transportation system.

b. Validation. Authorities within the requesting unit's chain of command must validate movement requests presented to an MCC. The validation confirms the need for the movement, shipment configuration, dimensions, and routing. This validation ensures that all parties, including the chain of command, are cognizant of the requirement.

c. Allocation. Allocation assigns specific transportation resources against planned movement requirements. It involves dividing the available transportation capability among the transportation tasks according to priorities. It is a critical function in decision-making because it forces

planners to analyze all transportation tasks and, in a broader sense, to divide the transportation capabilities among those tasks.

d. Routing. Routing is the process of coordinating or directing movements on MSRs or ASRs. ASRs are routes designated for use when the MSRs are unavailable. When routing traffic, commanders and staffs should consider the fundamentals and principles that govern routing.

e. Managing Priorities. MCCs manage requirements and priorities when there are not enough assets to satisfy all transportation requests. They also regulate movement on LOCs to prevent conflict and congestion. This is called highway regulation for movement on roads. MCCs require access to command and control and automated support systems such as GTN, Global Command and Control System, and Transportation Coordinator's Automated Information for Movement System to process information in a timely manner.

f. Coordinating. MCCs are the point of contact for transportation support and their point of entrance to the transportation system. Coordinating is where MCCs interface with the receiving units and transportation units to provide transportation support. During this process, requirements are synched with modes based on priorities and consider the principles of movement and mode selection criteria. MCCs then commit or task mode and terminal operators to provide support.

g. ITV and Force Tracking. Efficient movement control is an important means of force tracking. MCCs must be able to communicate force tracking data directly to the MEF. MCCs must have the communications, data processing equipment, and personnel assets to provide and manage force tracking data. MCCs will use the established chain of command to facilitate effective and efficient movement control.

7008. MORTUARY AFFAIRS

1. Capabilities

a. The Marine Corps maintains a Mortuary Affairs force structure capability with trained personnel to provide support to Marine Corps units. The LCE is responsible for providing and coordinating MEF mortuary affairs capability. Mortuary affairs capability is not resident within the MEF during peacetime operations. Additional forces will have to be sourced from the Reserve Component (RC) to provide a contingency capability.

b. The U.S. Army, as the DoD Executive Agent for mortuary affairs, typically provides support to Marine Corps units.

2. Unit responsibility

a. Mortuary affairs support begins at the unit level. Commanders are responsible for the recovery of human remains of assigned personnel and evacuation of those human remains to the nearest Mortuary Affairs Collection Point (MACP).

b. Search and Recovery (S&R) is the systematic process of searching for human remains and Personal Effects (PE), plotting and recording their location, documenting information useful to identification (i.e., photographing the scene, obtaining witness statements, etc.), and moving them to an mortuary affairs facility. These actions are conducted by unit level organizations, as well as mortuary affairs personnel.

3. LCE responsibility

a. The MACP provides direct support and/or general support in the receipt, processing, tentative identification, and evacuation of the human remains and their accompanying PE, usually to a Theater Mortuary Evacuation Point (TMEP). When tasked, the MACP conducts or provides personnel to perform or supervise S&R missions.

b. MACPs are highly mobile, enabling them to support combat maneuver elements, but can remain fixed to support a general area. MACPs are located at strategic points throughout the theater.

4. AO responsibility

a. The TMEP provides general support in the receiving and evacuating of all human remains and their accompanying PE to a military mortuary. The TMEP performs quality assurance checks on existing processing documentation and initiates any additional processing documentation that is required. The TMEP initiates all shipping documents needed to coordinate the evacuation of human remains.

b. Human remains are evacuated as quickly as possible using either air transport when available or via retrograde convoys to the TMEP, which is usually located in a secure area or in close proximity to an APOE.

7009. G-4 REPORTS

1. Reports (see Table 7-3)

| Report Name | Submitted by | Due to | Frequency | Time Due | Data as of |
|---|---|---|---|---|---|
| Class I Rations Report | GCE, ACE, LCE, CE | MEF G-4 Food Service Officer | Daily | 1800 | 1500 |
| Bulk Fuel Contingency Report (REPOL) | ACE, LCE | MEF G-4 Fuels Officer | Daily | 1200 | 0700 |
| Class V(W) Ground Ammo (MUREP) Report | GCE, ACE, LCE, CE | MEF G-4 AMMO Officer | Daily | 2000 | 1500 |
| Mission Essential Equipment (MEE) Report | GCE, ACE, LCE, CE | HHQ | Daily | 1200 | 1200 |
| Deadline Report | GCE, ACE, LCE, CE | MEF G-4 MMO | Weekly | 1600, Weds | 1200, Weds |
| Combat Loss | GCE, ACE, LCE, CE | HHQ | Daily | 1200 | 1200 |
| Engineer Situation Report | GCE, ACE, LCE, CE | MEF G-4 ENG | Weekly | 1200, Weds | Mon |

Table 7-3: Logistics Reports Table

2. Examples of all reports can be found in Annex H.

7010. AMPHIBIOUS ENGINEER CONSIDERATIONS. Operational requirements may position the MEF/MEB CE and MSEs embarked upon amphibious shipping preparing to conduct operations ashore. During these situations, the MEF/MEB Engineer functions and roles are similar to normal operating conditions. However, the following topics should be considered during planning and execution of engineer operations in an amphibious environment.

1. Operational Movement from the Sea (OMFTS) and Expeditionary Force-21. The littoral is a single operating environment requiring the cooperation of

units on land, at sea, and in the air based on a shared mission, intimate knowledge of the capabilities and weaknesses of other units, and an esprit de corps that transcends service identity or occupational specialty. Engineer forces and planning will need to be light, responsive, and adaptive. Additionally, it may require small Marine and Navy engineer teams working side by side to provide a wider range of engineer support.

2. <u>Specific Considerations</u>. Considerations affecting engineer operations include type of terrain, coastline configurations, suitability of routes of communication, availability of airfields, and extent of existing infrastructure, use of existing infrastructure by the landing force, climate, weather, and available engineer resources. Special interest and planning should be given to maintaining trafficability in transition zones between bodies of water and dry land. These areas, if not carefully planned and constructed, will deteriorate rapidly under heavy usage.

3. <u>Ship to Shore Movement</u>. The size and weight of engineer equipment require special consideration in planning, conducting, and sustaining engineer support operations ashore. Close coordination with the G-3, G-4, and embarkation officer is essential to ensure engineer forces arrive ashore in the correct sequence.

4. <u>Amphibious Assault</u>. Anticipate MSEs to have reduced Command and Control (C2) capabilities of Engineer Forces when first coming ashore. During the initial stages of the amphibious assault, decentralized engineer operations allow task-organized combat engineer units to provide direct support to the initial assault forces. Priority engineer tasks requiring rapid accomplishment include beach reconnaissance to determine beach exits, breaching of vehicle lanes through all types of existing and reinforcing obstacles from the high water mark inland, and clearing obstacles from the beach to facilitate the landing and rapid movement inland of maneuver units. Once the force is ashore, engineer commanders can regain control and will again exercise better C2 of engineer forces. The MEF/MEB Engineers should be postured to provide responsive augmentation of engineer forces if needed.

5. <u>Ship to Objective Movement (STOM)</u>. Traditionally, the engineers' role in maneuver warfare has been to provide unencumbered maneuver to the MAGTF commander, while simultaneously preventing unencumbered movement for the enemy. STOM leverages maneuver assets that provide the capability to cross great distances, reduce the limitations imposed by terrain and weather, and seamlessly maneuver between sea and ashore. These capabilities are used to move units from ships lying over the horizon to objectives lying far from the shore. Engineers will need the capability to create a visual picture of the battlespace, from the ship to the objective, and to rapidly breach any barrier and obstacle in the path of the force. Engineers will continue to perform a key role in the mobility of the GCE. However, without the massive buildup ashore normally seen in amphibious operations, engineers will have to perform their mobility mission using smaller, lighter, and more efficient means.

6. <u>Bulk Liquids</u>. Although the need for fuel and water to be sent forward will continue, the massive fuel and water farms used today may not be achievable or sustainable in amphibious operations. The MEB Engineer, Bulk Fuel, and Materials Readiness Branch planners will need to identify unique solutions to ensure bulk fuel and water are available to the operating force ashore. Planners should leverage Naval Logistics Integration (NLI), Defense

Logistics Agency -Energy (DLA-E), and the Military Sealift Command (MSC)
Offshore Petroleum Distribution System (OPDS) for bulk liquid delivery.

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## Chapter 8 - AC/S G-6 (COMMUNICATIONS)

8000. <u>OVERVIEW</u>

1.  The AC/S G-6 maintains a communications workforce that provides technical expertise and allocates resources in support of the II MEF mission. Additionally, the II MEF G-6 consistently provides the capabilities, personnel, and processes to ensure timely, effective, and robust Command, Control, Communications, and Computers (C4) support to II MEF deployed forces.

2.  The G-6 establishes communication services that are reliable, durable, and sufficiently robust to support a MEF-level organization. Physical geography during a deployment significantly influences the location and operations of II MEF. Specific communications transmission architecture is employed in relation to the location of the MSC/Es and the availability of terrestrial and satellite links.

3.  The G-6 facilitates or chairs the C5I Working Group and the Cyber Electronic Warfare Coordination Cell.

8001. <u>ORGANIZATION</u>
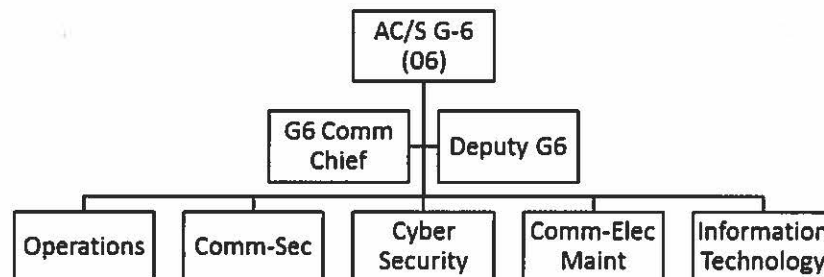


Figure 8-1: II MEG AC/S G-6 Organization

1.  Each of the G-6 sections is task-organized with SMEs to ensure that II MEF missions can be adequately supported with reliable communications. The current G-6 task organization aligns with principal activities: operational communications planning, communications security, cyber security, communications-electronics maintenance, and operational management of Information Technology (IT) assets. The five activities of the G-6 are described in detail below.

    a.  <u>Operations</u>. G-6 Operations plans for voice, data, and radio communications in support of current and future operations. The Systems Planning Engineering (SPE) cell is responsible for technical design of robust and redundant communications architectures. The G-6 coordinates with the Information Management Office (IMO) to ensure that all software baselines and protocols are identified to allow reliable systems connectivity.

    b.  <u>Communications Security (COMSEC)</u>. The G-6 manages the cryptographic information stored within and transmitted across communications devices.

This allows for all transmission systems to operate securely and ensures the integrity of the II MEF C4 suite of systems.

c.  Cyber Security.  The G-6 plans for network security that is validated through a certification and accreditation (C&A) process.  Security is ensured through compliance with Department of Defense (DoD) and USMC Operational Directive Reports (OPDIRs) and vulnerability assessments.  In the event of a cyber-attack or breach of network security, the Cyber section is responsible for defending the network and managing the incident response process.  The Cyber section manages the cyber security training program to ensure a well-trained and responsive workforce.  The cyber section provides dedicated personnel to the CEWCC.

d.  Communications-Electronics Maintenance (CEM).  The G-6 is responsible for executing all functions related to the fielding, readiness, and employment of communications systems.  For equipment fielding and readiness, coordination with the G-4 and other staff sections may be required.  Many communications systems use Contractor Logistics Support (CLS) requiring coordination and liaison with Marine Corps Systems Command, Marine Corps Logistics Command, and other external agencies.  This section ensures communications mission readiness throughout the equipment life cycle.  The CEM Section creates, modifies, and updates communications maintenance procedures and information for the Annex D and the Maintenance appendix of Annex K.

e.  Information Technology (IT).  The G-6 manages and coordinates the implementation, integration, and operation of IT assets and services for the II MEF Command Element according to Marine Corps directives and policies.  In order to provide required services, the G-6 coordinates closely with higher and adjacent commands to include Marine Forces Cyber Command (MARFORCYBER), Headquarters Marine Corps C4, Marine Corps Installations East (MCIEAST), MAGTF IT Support Center (MITSC), and other service entities.  The IT section is responsible for supporting the procurement of IT assets and services, providing data network management, and supervising video teleconferencing, wireless and mobile device integration, service desk support, and cyber security.

8002.  MISSION.  When directed, II MEF G-6 plans and supervises the installation, operation, and maintenance of garrison and deployed data and voice communication networks, and develops policy to facilitate command and control of combat ready MAGTFs and assure interoperability with joint and combined forces.

8003.  LAYERED SUPPORT TO THE COMBAT OPERATIONS CENTER (COC)

1.  The COC is the MEF's primary C2 facility.  It allows the CG and staff to maintain real-time situational awareness, receive and disseminate orders and directions to execute the current battle, plan the future battle, and to supervise all actions and activities across the MEF's Area of Responsibility (AOR).

2.  Controlling thousands of Marines engaged in hundreds of activities requires agile C2 systems capable of processing multiple information formats (voice, video, text, and sensor data) quickly and efficiently to provide the Commander with information that is timely and accurate.  These systems and their support infrastructure have seen rapid growth over the last decade.

3. There are three mutually supporting and interdependent C2 systems layers in the COC: the information layer, the systems layer, and the communications infrastructure layer.

    a. COC Layer 1, the information flow layer, is where data and information are aggregated, evaluated, and acted upon.

    b. COC Layer 2 captures the core of the C2 systems suite within the COC. Achieving a "network effect" from the collection of all this technology is not a simple process; it requires careful coordination, planning, and training prior to employment. Coordination is the responsibility of multiple groups within the MEF to include the system owners/operators, the IMO, the G-6, and program managers.

    c. COC Layer 3, the communications infrastructure layer, is provided by the G-6 through satellite, terrestrial, and commercial systems that link the MEF to the Joint Commander, coalition forces, and to the Marine Corps supporting establishment via Standardize Tactical Entry Point (STEP) sites. The G-6 provides data networks at multiple security levels in order to support voice, video, email, and web services. The Information Management Officer employs software capabilities on the G-6 architecture to support all warfighting functions. The G-6 and the IMO maintain a close working relationship throughout the planning, installation, operation, and maintenance of the COC system of systems.

4. The G-6 provides and coordinates radio watch and help desk support in order to assist COC users with any communications related issues, providing timely and reliable solutions. Within the COC proper (tent A1) there are three G-6 personnel to man the radio nets within the COC, and there is a Help Desk (tent E3) to support the entire CP/COC for network (data/voice/video) support.

5. Combat operations are data intensive and are supported by a portfolio of C2 applications and systems that feed the operational picture or allow actions to be taken to plan and execute the Commander's intent. C2 applications serve two primary purposes: operational planning and providing situational awareness via the COP.

6. The communications and network layer form the critical enabling infrastructure essential for hosting the warfighting C2 applications which create, process, and store data required for decision making. The G-6 is responsible for providing connectivity to application servers that do not reside within the COC.

7. The G-6 exercises communications control over the communications and data networks and infrastructure within COC Layer 3.

8004. C2 APPLICATION PORTFOLIO MANAGEMENT (PfM)

1. The IMO is responsible for managing the C2 Applications portfolio and works closely with the G-6 to ensure all required systems have the network access and bandwidth necessary to function. This requires a partnership between the G-6, IMO, and associated system/application owners from other staff directorates. All must collaborate in the planning, installation, operation, and maintenance of requisite systems by describing appropriate roles and responsibilities for system owners, supporting roles, and the underlying infrastructure.

**8005.  8th COMMUNICATION BATTALION MISSION AND RESPONSIBILITIES**

1.  **Mission**

    a.  The 8th Comm Bn mission statement is, "On order, 8th Communication Battalion will deploy task-organized communication detachments capable of installing, operating, maintaining, and defending communication networks in support of CG II MEF or CG 2d MEB or a Combined/Joint Task Force headquarters; and MEU Commanders in order to enable the commander's ability to command and control assigned forces."  The Comm Bn task responsibilities are:

        (1) Provide expeditionary C2 services for the supported CE/HQ afloat and ashore:  MEB, MEF (FWD), MEF, and MEU, Component, and as required core C/JTF when the MAGTF is designated as such.

        (2) Provide communication connectivity and terminal facilities between the supported CE and senior, adjacent, and subordinate headquarters.

        (3) Provide executive communications teams for first-in secure voice and data communications to MEB CG, MEF CG, Forward CE, or Forward Liaison Teams.

        (4) Provide reach back communications connectivity to the Defense Information Systems Network (DISN) via STEP or Teleport sites to interface with various networks provided by Defense Information Systems Agency (DISA) and Naval Telecommunications Systems.

        (5) Conduct operations while in a nuclear, biological, chemical, and electronic warfare environment.

    b.  Communications personnel support requirements for COC versions I, II, and III:

        (1) COC V1 – ~250 communication personnel.

        (2) COC V2 – ~100 communication personnel.

        (3) COC V3 – ~55 communication personnel.

    c.  Concept of Organization.  The Comm Bn is organic to the MHG.  The Comm Bn consists of a Headquarters Company (HQ Co), a Service Company (SVC Co), and three Direct Support Communication Companies (DS Co).  The Comm Bn is the principal unit providing C4 support to the designated supported CE/HQ.  As the primary C4 agency supporting the MEF CE, the Comm Bn task organizes communication detachments to rapidly execute missions across the range of military operations.  Elements of the Comm Bn may be deployed separately from the Battalion in a task-organized manner, or the entire Battalion may deploy to support larger CE/HQs.

    d.  Concept of employment.  The Comm Bn normally deploys task-organized elements as attachments to supported units.  However, the Comm Bn is capable of independent deployment in support of MAGTF CE's, Component Headquarters, or as part of the C/JTF HQs.  The BN commander and the executive staff exercise command and control of the BN.  An additional mission is to provide support to three MEU CEs.

**8006.  COMMUNICATIONS DETACHMENTS**

1.  **Joint Task Force-Enabler (JTF-E)**

    a.  The JTF-E provides a supported command element with access to a full range of DISN services.  The JTF-E is air-transportable and consists of a

telephone switchboard and servers with transmission links over terrestrial and celestial pathways. The JTF-E uses the GMF terminal to establish communications with a STEP. The JTF-E allows the supported command element access to secure and non-secure telephone services, secure and non-secure data services, automated message handling system (AMHS), Global Broadcast System-Internet Protocol services, VOIP (VOSIP), Very Small Aperture Terminals (VSAT), and video tele-conferencing (VTC) circuits.

b. The Communications Detachment (Comm Det) provides a supported command element with Radio, Data, and Electronic Maintenance capabilities. The Radio Section installs, operates, and maintains all Very High Frequency (VHF), Ultra High Frequency (UHF), High Frequency/High Frequency-Automatic Link Establishment (HF/HF-ALE), and Tactical Satellite circuits IAW applicable OPORD and Annex K. The Data Section establishes appropriate HELPDESK functions and provides Data software and equipment support to the JTF-E, command element and MSC/Es. The Electronic Maintenance Section conducts appropriate Level II maintenance and coordinates Level III with Combat Logistic Battalion (CLB) maintenance section.

2. <u>Fly in Command Element (FICE)</u>. The II MEF FICE is the lead element of the designated headquarters (15-20 key personnel). It is task organized and equipped to provide initial command and control with limited planning capability until the remainder of the headquarters arrives and becomes operational. The FICE has (5) communication Marines that are on call 24 hours a day and have the ability to deploy within 48 hours.

8007. <u>COMMUNICATIONS CONTROL (COMMCON)</u>

1. <u>COMMCON</u>. The method used by the Commander to manage and provide positive control over the communications network and the employment of information systems. COMMCON involves organizing communications resources to plan, coordinate, and direct communications support, including the engineering, installation, operation, defense, control, and maintenance of the MAGTF communications network. COMMCON provides centralized control of limited communication resources while allowing decentralized execution for greater flexibility and responsiveness. COMMCON resides with MAGTF Communications Control Center (MCCC). The MCCC is the MEF's primary communications control facility.

2. <u>MCCC</u>. The MCCC consists of personnel from the MEF G-6 staff and augments from the supporting 8th Comm Bn and is task organized depending on mission, expected duration of operation, and resources available. The MCCC directs both internal and external COMMCON functions. External COMMCON is coordinated with the JTF or COCOM J-6 through the Joint Network Operations Control Center (JNCC). Reference (aj), describes the functions and responsibilities of the JNCC.

Figure 8-2 illustrates the communications control relationships between the various communications entities. Each entity (MCCC, Systems Control (SYSCON), Technical Control (TECHCON), and the Service Desk) divides the work of installing and maintaining the communications and data infrastructure into logical elements and establishes a reporting and collaboration network that reports status to the MCCC and directions down to the SYSCON, TECHCON, and subordinate units.

**MCCC**

The MCCC exercises Communications Control (COMMCON) over all systems and services.

**SYSCON**

The SYSCON ensures optimum use of all available links, circuits, networks and systems to meet the requirements of the commander.

The Service Desk provides support to users by leveraging a pool of resources including C2 Applications SMEs, Field Service Representatives from the Program Offices and vendors and functional experts from the system owning staff sections.

**Centralized Service Desk (Tier 1)**

C2 App and Functional Area SMEs (Tier 2)

Vendor and PMO FSRs (Tier 3)

**TECHCON**

TECHCON is the means of exercising centralized technical supervision over the installation, operation, and maintenance of the circuits and systems employed by the MAGTF.

TECHCON also provides Tier 2 support to the Service Desk when needed.

Figure 8-2:  Communication Control Relationships

3.  <u>MCCC/SYSCON Functions</u>

a.  Prepare and issue detailed directives and instructions to subordinate communication units for implementation of C4 plans and supervising the execution of the plans.

b.  Monitor system performance and coordinate actions required for restoration of system outages, including coordinating with senior, subordinate, and adjacent SYSCONs.

c.  Generate and disseminate frequency assignments and monitor and control frequency usage.

d.  Maintain the transmission quality on all transmission links.

e.  Adjust communications resources to compensate for disruptions or destruction of the communications system by the enemy.

f.  Achieve speed and grade-of-service goals in the network under normal and stress conditions.

g.  Determine satellite/transponder usage and monitor the channels for occupancy to determine whether a reallocation of channels is necessary.

h.  Provide circuit switch, message switch, and router programming needed to establish and update subscribers and route traffic.

i.  Plan, coordinate, and manage the COMSEC plan, to include all planned and emergency key supersessions.

j.  Collect and analyze traffic data, service complaints, and outage reports to identify and correct system inadequacies, procedural deficiencies, and other problems and provide the analyses to system planning and engineering.

k. Make recommendations to system planning and engineering for corrective actions when the resources available to SYSCON are insufficient to provide satisfactory communications service.

l. Prepare and distribute information essential to using and operating the system, such as telephone directories, network addresses, and call signs.

m. Maintain system records and historical data. Submit reports as required.

n. Direct and receive link, circuit, and network information from the local TECHCON.

o. Coordinate all Emission Control (EMCON), and information conditions (e.g. web minimize, River City, etc.) that affect MEF communications and operations.

p. Coordinate all cyber defense actions in conjunction with the CEWCC and higher headquarters (HHQ) and agencies.

4. TECHCON functions. Technical control is the means of exercising centralized technical supervision over the installation, operation, and maintenance of circuits and systems employed by the MAGTF. The installation of each system is controlled by a TECHCON facility.

8008. REPORTING

1. Communication Status Report (COMMSTAT). This report is a regularly submitted summary of system and circuit status from subordinate commands and is prepared in accordance with the Annex K of the HHQ operations order. The MEF G-6 drafts the report template and provides an example to subordinate communications agencies within the MEF. The report will capture current status, activation times, and a composite of outage and restoration information based on the last reporting period.

8009. ACCOUNT CREATION

1. Persons requiring network user accounts must submit a System Authorization Access Request (SAAR) form to the G-6 Help Desk. The SAAR must be completed electronically; no hand-signed SAARs will be accepted. SAARs must be completed prior to the user gaining access to a computer network.

2. For access to classified networks, the security clearance information on the SAAR must be completed by the II MEF Security Manager in order to verify the user's security clearance.

3. All Marine Corps personnel (military, civilian, and contractors) are required to complete annual MarineNet Cyber Awareness Training (Course Code "cyberm0000") before a user account is enabled. A copy of a training certificate will be submitted with the DD Form 2875 System Authorization Access Request (SAAR). Training must be renewed annually, or account access will be revoked.

4. All other service component personal are required to complete current DISA Cyber Awareness Challenge Version 2.0 (October 2013) and Personal Identifiable Information (PII) version 2.0 (March 2013) before a user account is enabled. Training certificates will be submitted with SAARs. DISA Cyber Awareness Challenge and PII training is available at: http://iase.disa.mil/eta/index.html. A copy of a training certificate will be submitted with the DD Form 2875 System Authorization Access Request

(SAAR). Training must be renewed annually, or account access will be revoked.

8010. <u>SINGLE CHANNEL RADIO (SCR) AND TACTICAL SATELLITE COMMUNICATIONS (TACSAT)</u>

1. SCR provides the ability to exchange voice with a broad range of users while stationary and on-the-move (OTM). SCR can also support the exchange of low-bandwidth data. Because of its great flexibility and quick installation, SCR is the principal means of communication for maneuvering and OTM units, and is normally the first means of communication established upon occupation of a site. Units requiring frequency allocation in support of SCR should submit requests to the II MEF Spectrum Officer in accordance with the lead time depicted in Figure 8-3 (see coordinating instructions).

2. TACSAT channel resources are limited in availability and are used to provide beyond line-of-sight (BLOS) communications connectivity. Units requiring frequency allocation in support of SCR should submit requests to the II MEF Spectrum Officer in accordance with the lead time depicted in Figure 8-3 (see coordinating instructions).

3. A Radio Guard Chart is used to depict the radio circuits II MEF will utilize when operating afloat, while in transition to shore, or otherwise OTM, or in a degraded communications environment. The guard chart will typically be found in the Annex K of an OPORD, as a Tab to an Appendix. Table 8-1, on the next page, is the Radio Guard Chart used during MEF-Ex 2016.

8011. <u>DEFENSE SWITCHED NETWORK (DSN)</u>. DSN provides a telephonic means for long distance voice communications throughout the DoD. The purpose of DSN is to support essential command and control, operations, intelligence, logistics, diplomatic, and administrative voice traffic.

8012. <u>VOICE OVER INTERNET PROTOCOL (VOIP) AND SECURE VOIP (SVOIP)</u>. VOIP enables users to use telephonic voice communications over a data network using Internet Protocol (IP). SVOIP is supported up to the classification of the network upon which a VOIP telephone resides.

8013. <u>VIDEO TELECONFERENCE (VTC)</u>. VTC supports both voice and video conference calls on the SIPR network. The II MEF VTC coordinator is responsible for managing all VTC terminals and assets within the II MEF Command Element. The MEF G-6 VTC coordinator is responsible for managing and establishing policy for all VTC services. He/she provides assistance with installation and connectivity to the network.

**LEGEND**
C-NET CONTROL
AC-ALTERNATE NET CONTROL
X-GUARD
M-MONITOR
A-AS REQUIRED
W-WHEN DIRECTED

**CRYPTO**
A-ANDVT
V-VINSON
U-UNCOVERED
OW - ORDER WIRE
FH - FREQ HOP
H- HAIPE (ANW-2)
**BAND**
FH-FREQ HOP
HF-HIGH FREQUENCY (VOICE)
HFD- HIGH FREQUENCY (DATA)
VHF-VERY HIGH FREQUENCY
UHF-ULTRA HIGH FREQUENCY
SAT-UHF SATCOM
ANW-ANW2 (VOICE/DATA)

| | II MEF CMD 1 (25K DAMA) | II MEF CMD 2 (HF (ALE VOICE)) | II MEF TAC 1 (5k DEDICATED) | II MEF TAC 2 (DTCS) | II MEF FSC (ALE VOICE) | TAR/HR 1 | TAR/HR 2 (5K DAMA) | II MEF INTEL - HF (HF TAC CHAT 3G+) | II MEF COMM COORD - HF (HF TAC CHAT 3G+) | RANGE CONTROL |
|---|---|---|---|---|---|---|---|---|---|---|
| **EMISSION** | 6K00A3E | 3K00J3E | 6K00A3E | | 3K00J3E | 3K00J3E | 6K00A3E | 3K00J3E | 3K00J3E | 25K0F2E |
| **FREQUENCY** **GUARD CHANNEL** **NET ID** | | | | CH-1 | | | | | | |
| **BAND** | SAT | HF | SAT | SAT | HF | HF | SAT | HF | HF | VHF |
| **CRYPTO** | A/OW | A | A/OW | | A | A | V | A | A | U |
| **RESTORATION PRIORITY** | 3 | 7 | 1 | 6 | 4 | 9 | 10 | 5 | 8 | 2 |
| **UNITS** | | | | | | | | | | |
| II MEF | C | C | C | C | C | X | A | C | | X |
| MHG | X | A | A | A | A | A | A | A | A | X |
| DIV CE | X | X | X | A | X | C | C | X | | X |
| MAW CE | X | X | X | A | A | X | A | X | | |
| MLG CE | X | X | X | A | A | X | A | X | | X |
| MCCC | | | | | · | | | | C | |
| SYSCON (MAW/DIV/MLG) | | | | | | | | | X | |

Table 8-1:   Radio Guard Chart

8014.   COMMUNICATION SECURITY (COMSEC)

1.   Communication Security.   II MEF COMSEC account managers provide timely distribution of COMSEC material, enabling secure communication circuits to protect classified/sensitive information.   The use of COMSEC procedures and encryption/decryption assets are employed to the maximum extent possible to prevent disclosure of classified/sensitive information.

2.   The MEF COMSEC Management Office (MCMO) provides COMSEC material accounting services, keying material generation, and key distribution in support of operations.   The MCMO ensures COMSEC accounts remain in compliance with applicable policies and procedures.

8015. **CYBER ELECTRONIC WARFARE COORDINATION CELL (CEWCC)**. The CEWCC is responsible for coordinating cyber effects, both offensive and defensive, in support of MEF tactical operations. The CEWCC is a standing, matrixed, cross-coordinating fusion cell consisting of G-2, G-3, and G-6 personnel, chaired by the G-3 FECC.

8016. **COORDINATING INSTRUCTIONS**

1. Coordinate, plan, install, operate, and maintain organic C4 systems per this SOP, OPORD, Annex K, and other implementing orders.

2. Establish liaison with II MEF G-6 staff to facilitate systems planning and engineering, when required.

3. All SYSCONs will establish, at a minimum, one SIPR workstation with chat and one NIPR workstation IOT support the II MEF Communications Coordination networks, utilizing the intra-MEF SIPRNET/NIPRNET.

4. All Communication Detachments will establish a single demarcation point for all tactical cables.

5. MSE SYSCONs shall be established prior to MSE command posts becoming operational.

6. Greenwich Mean Time (GMT, Zulu time zone) will be used as universal time for all communications systems to include network servers and individual workstations.

7. All communication units will maintain continuous physical communications security.

8. All staff sections are responsible for providing their own computer support equipment and consumables (i.e. surge protectors, toner, paper, etc.). There will be no replacement capability provided by the II MEF G-6.

9. Information Assurance Managers will ensure workstations comply with cyber security directives.

10. II MEF G-6 will exercise operational control of the communications system employed to support the II MEF CE and assigned forces. Subordinate SYSCON and TECHCON agencies must remain cognizant of the impact of any changes to their respective portion of the network on the overall MEF network. All changes to the C4 architecture will be coordinated with and approved by the II MEF G-6 prior to implementation

11. Access to Defense Message Service traffic will be provided to MSEs via AMHS web service. Requests for releasing authority under II MEF Plain Language Addresses (PLAs) must be coordinated with this command element. The G-6 will consolidate PLAs for all II MEF units and provide the list to the message center. All message traffic will be drafted in GMT (ZULU). Prepare all message traffic using guidance as listed in the appropriate Appendix of the Annex K. Message handling procedures are outlined in appropriate appendices of the Annex K.

12. Units are responsible for advance coordination of communication guard arrangements as appropriate. If necessary, an appropriate temporary PLA will be established and promulgated to all concerned.

13. Communication support request timelines are depicted below in Figure 8-3 and must be adhered to in order to provide sufficient time to process and meet HHQ deadlines.

| Task Name | Request Format | Delivered To | Output | Lead Time (Days) |
|---|---|---|---|---|
| **G6 IT TASKS** | | | | 60 |
| SIPR Token Request | | | | 60 |
| Non Standard Software Request | | | Requirement | 30 |
| Non Organic Hardware Requirements | | | Requirement | 60 |
| User Account Requests | | | | 60 |
| **Spectrum Management** | | | | 120 |
| Local Frequency Request | SharePoint Request | MCIEAST | Approved Frequency | 15 |
| External Frequency Request | | | | 120 |
| CONUS | SFAF | NMCSO LANT | Approved Frequency | 45 |
| OCONUS | SFAF | NMCSO LANT | Approved Frequency | 120 |
| UHF TACSAT | SAR (JIST) | MARFORCOM | SAA | 55 |
| **COMSEC CALLOUT** | | | | 60 |
| Local CLNC | | | | 30 |
| Joint Exercise | | | | 60 |
| **Cyber Security** | | | | 55 |
| II MEF PTN | Tactical Package | MCNOSC | ATO | 30 |
| DISN Services | Tactical Package | MCNOSC | ATO | 55 |
| **SAR/GAR** | SAR/GAR (JIST) | MARFORCOM | SAA/GAA | 55 |
| **Telephone Service Request Local** | TSR | Base Telephone | Work Complete | 60 |

Figure 8-3:   Communication Support Request Timelines

8017.   <u>ADMINISTRATION AND LOGISTICS</u>

1.   Units are responsible for organic Communication-Equipment (C-E) maintenance and supply support.

2.   Maintenance and supply support of C-E resources tasked to support joint requirements is a supporting command responsibility except in those cases where other arrangements have been made.

3.   Units supported or augmented with II MEF communications elements will provide necessary class III and IX support to sustain the communications detachment.

4.   Communications units will deploy with the capability to perform the same level of maintenance in the field that they are authorized to perform in garrison on communications-electronics equipment, vehicles, and generators. Serious maintenance deficiencies that affect the C4 network will be advised to the II MEF G-6.

8018.   <u>COMMAND AND SIGNAL</u>

1.   The II MEF G-6 exercises operational control over all communications personnel and assets organic, assigned, attached, or in support of the II MEF.

2.   The II MEF MCCC will be the focal point for communications control.

8018.   <u>SUPPORT TO AMPHIBIOUS OPERATIONS</u>

1.   <u>General</u>.   The design and function of the amphibious C4 network relies on the core infrastructure provided by US Navy ships and such augmentation as is available by Marine Corps systems, and requires significant coordination and flexibility IOT support Marine Corps Operations.   As such, a G-6 representative is an essential member of the CG's OPT and all planning efforts.

2. Services

    a. The G-6 is responsible for providing all C4 connectivity to the MEF/MEB. While afloat, the G-6 ensures coordination with the US Navy to provide backbone services, the physical connection between MEF/MEB C2 spaces and the C4 network, and provides guidance and plans to the MSEs and to the MHG units responsible for integrating into and establishing the C4 architecture. Additionally, the MEF/MEB G-6 will oversee and direct the operation of the MCCC.

    b. The G-6 is also responsible for integrating the CG's C2 requirements and C4 infrastructure. IOT do this, the G-6 will integrate into the G-3 FOPS and COPS cells. The Plans Officer will work directly with the G-3 cells in the development of the Annex K to support the operational scheme of maneuver. Additionally, the G-6 will daily brief the CG on the status of his network and the intended method of support for FOPS as part of the Operations and Intel Briefs and OPT briefs.

3. Policy and Procedures

    a. Data Systems

        (1) Marine Corps data systems while afloat rely on the ship's standing network and equipment. Prior to embarkation, communications units will require significant liaison and coordination with the ship's Command, Control, Communications, Computers, Collaboration, and Intelligence (C5I) department head, the Automated Data Processing (ADP) Officer and the IT Section. Additionally, the G-6 will require significant input from the other staff sections on support requirements while afloat, to include end user terminal (laptop computer) quantities and type (SIPR, NIPR, Combined Enterprise Regional Information Exchange System (CENTRIXS)), telephone requirements, and radio net priorities.

        (2) Additionally, the G-6 will work with the Commander of Troops (COT) to ensure that assignment to spaces matches space communications capability. The G-6 will ensure the drop count and network accesses within spaces is supportive of the assigned section to that space or make recommendations to the COT for alteration of space assignments. Data requirements will be the limiting factor for all space assignments and the capability of the staff due to the availability of access within spaces and should be used as a guiding principle for assignments.

        (3) Prior to embarkation of the CE, the G-6 will be required to coordinate with the ships C5I department for the collection of information for the release of multiple supporting messages via DMS or Automated Digital Network System (ADNS) by the ship. These messages include the Domain Activation Message, IP Services Message and IP Activation Message. Examples of these messages are provided in the Appendices of this Chapter. The G-6 will be responsible for the release of these messages in support of the CE. Each ship within the Amphibious Task Force with a Marine domain will require a separate message released. The assigned senior embarked unit's communications agency will be responsible for the release of their messages and reporting completion to the G-6. These messages should be released no later than 90 days prior to embarkation of the, when circumstances permit. The extended lead time enables network establishment and troubleshooting with the respective ship and NOC.

(4) The G-6 will coordinate with the Information Management Officer (IMO) to determine all C2 system requirements prior to embarkation. These systems will have their IPs included in the IP services message released to the appropriate NOC. When reach back to garrison services is required, coordination with Marine Corps Network Operations Support Center (MCNOSC) is necessary to ensure access through the Marine Corps Enterprise Network (MCEN).

b. Radio Systems. Ships radios systems and operations are at the direction of the ship's Captain. There are no specific allocations of radio systems assigned to support embarked units. As such, the G-6 will make submissions to the Navy OPTASK COMM MSG and negotiate channelization and assignment of ships radio assets that account for both MEF/MEB and ship needs.

(1) CEOI development will be IAW the II MEF standards and utilize, as closely as possible, those nets identified in the MEF standard CEOI. All MEF/MEB CE call signs and net IDs will be added to the OPTASK COMM MSG. MSE call signs and net IDs will be added as appropriate by the requirements of their respective communications officers. In general, MSE nets should be kept to a minimum aboard ship in favor of MEF/MEB nets IOT prevent the requirement to migrate command functions from net to net.

(2) Assignment of radio interface channels for the Programmable Integrated Communications Terminals and red phones will be coordinated with the serviced section (G-2, G-3, and G-4) for the Landing Force Operations Center (LFOC), Supporting Arms Coordination Center (SACC), Tactical Logistics Group (TACLOG), and Joint Information Center (JIC). At a minimum, the circuit assignments to the LFOC should include:

    (a) MEF/MEB Command (CMD)

    (b) MEF/MEB Fire Support Coordination (FSC) 1

    (c) MEF/MEB INTEL 1

    (d) MEF/MEB NAVAL GUNFIRE (NGF) CTRL 1

    (e) MEF/MEB COMBAT SERVICE SUPPORT (CSS) REQUEST 1

(3) At a minimum, the below should be assigned to the SACC:

    (a) MEF/MEB CMD 1

    (b) MEF/MEB FSC 1, 2

    (c) MEF/MEB NGF CTRL 1, 2

    (d) MEF/MEB INTEL 1

(4) At a minimum, the below should be assigned to the TACLOG:

    (a) MEF/MEB CSS REQUEST 1, 2

    (b) MEF/MEB CMD 2

(c) LFSP CTRL 1

(5) At a minimum, the below should be assigned to the JIC:

(a) MEF/MEB CMD 1

(b) MEF/MEB INTEL 1, 2

(6) The radio guard chart for the MEB single channel radio operations shall conform to and provide an emissions designator for all nets.

(7) The Radio Chief will act as liaison with the ships Radio Room and report asset availability and make recommendations to the Operations Officer for the radio guard chart updates and OPTASK COMM input.

(8) The Radio Chief will oversee and supervise the radio operator watch inside the LFOC, TACLOG, SACC, and inside the radio room to ensure proper support and knowledge of the Marines providing that support.

c.  Naval Message Traffic

(1) Naval message traffic aboard ships utilizes the AUTODIN system: as such, the G-6 will be required to brief and prepare the staff for operations using the Naval Telecommunications Procedure (NTP) 3 series publications for operations.

(2) Prior to embarkation of the CE, the G-6 will release a guard shift message (format IAW NTP 3 series) designating the ship to receive traffic for the PLA: TWO MEF or SECOND MEB and CG TWO MEF or SECOND MEB. Additionally, MSEs will be directed and assisted to conduct the same shift of their PLA to appropriate ships.

(3) Prior to embarkation, the staff sections will identify and appoint in writing those personnel authorized to release message traffic IAW this chapter.

(4) At embarkation, the G-6 will submit a letter to the ships radio room identifying release, pick up and drop off authority for all message traffic IAW this chapter.

d.  Communications Control (COMCON)

(1) COMCON is the method under which an organization directs, controls, coordinates, plans, and evaluates a communications system.  It is further divided into the MCCC, SYSCON and TECHCON.

(2) The G-6 will be responsible for establishing an MCCC or, when able, a Joint Communications Control Center (JCCC).

(3) The MCCC will direct the establishment and restoration of all links within Marine Corps control and liaise with the Expeditionary Strike Group (ESG) and individual ships to resolve Navy owned circuit outages that effect Marine Corps operations.

(4) MSEs will submit Communications Status Report that will be consolidated by the MCCC by 1300Z for the 24-hour period ending at 1100Z

daily.

      (5) Reports will be submitted every 24 hours and as directed by MCCC: the reports will summarize all significant statuses, outages, and corrective actions taken during the period IAW Appendix F.

      (6) Voice reports will be submitted for circuit outages and when restoration occurs.

4. <u>Communications</u>. Strategy briefing will be held daily on the Communications Status at the discretion of the CG. Time and method of the briefing will be published daily by the MCCC no later than 1700Z.

8019. <u>SHIPBOARD DUTIES</u>

1. The G-6, while afloat, is primarily responsible for interfacing with the ship and adjacent Navy units IOT identify and prioritize communications requirements and restoration. Additionally, the G-6 will establish the MCCC/JCCC, which will monitor the status of all Marine Corps communications and provide feedback to the G-6 and CG about the condition of the network.

2. The MCCC will coordinate with all Marine Corps communications agencies afloat to implement the needs of the operation and identify what areas and actions need to be addressed to the Navy or the ship IOT facilitate C2.

3. The G-6 Operations officer will assume the role as MCCC director and be responsible for the actions of the MCCC, meeting the G-6 requirements and direction, and ensuring coordination with the G-3 and other staff sections for support while afloat and for transition ashore.

8020. <u>SHIPBOARD INTEGRATION</u>

1. The G-6 staff will not generally integrate with the ship's C5I Department, but will ensure subordinate element communications agencies have augmented and cooperate with the ship's C5I. The G-6 will develop and direct the negotiation and signature of a MOA with each ship.

2. The communications support elements for each ship shall integrate with the ship's message center, data (ADP) division, and radio division. In doing so, the communications Marines will establish watches in those spaces when allowed.

3. The G-6 will also be responsible for releasing the COMM MEANS Message, Appendix H, which will provide higher and adjacent commands with pertinent contact information for billet holders in the MEF/MEB.

8021. <u>SHIPBOARD EQUIPMENT REQUIREMENTS</u>

1. The G-6 will be required to supply or coordinate the supply of all end user data terminals to support the MEF/MEB.

2. Additionally, single channel radios required to support the LFOC or troop operations spaces will be identified by the G-6 and MSEs to be provided by the MEF/MEB/MSE communications sections.

3. Ancillary gear, printers, surge suppressors, and C2 systems will

generally be the responsibility of the using section while afloat.

4.  The G-6 will be responsible for assisting other staff sections to establish aboard ship and conduct operations, providing electronic safety inspectors and managing the conduct of those inspections.

8022.  <u>C2 PHASING ASHORE</u>

1.  Based upon the scheme of maneuver ashore, duration of the operation, and C2 capability from the sea base, the Commander, Landing Force (CLF) may require C2 to phase ashore.  The following provides the general requirements to phase C2 ashore and a brief description of the command organizations. Further development of the roles and responsibilities of the command organizations, their composition, capabilities, and procedures for movement ashore will be developed and validated in future amphibious exercises.

2.  In general, the conditions required to declare C4 capabilities ashore adequate for phasing C2 ashore are positive voice and data connectivity with LFOC, each MSE and adjacent and higher organizations with at least one redundant path to each.  The redundant path must be of the same connection type (i.e., two data paths must exist, two voice radio nets must exist, etc.).  Redundant paths may be through the 'cloud' or via other units; primary communications paths must be direct connections.

3.  Phasing ashore will be accomplished via the incremental growth of the command functions utilizing four command organizations.  These organizations and their descriptions are as follows:

    a.  <u>Mobile Command Group (JUMP)</u>.  The JUMP gathers information, supports the CG's decision making, and provides the LFOC with the CG's guidance and vision of the battle space.  It consists of CG, SgtMaj, Aide, communications team, and security team; and may be reinforced with other key staff members or specific functions as required.  The purpose of the JUMP is to facilitate the movement of the CG around the battle space and build his situational awareness.  The communications support to this detachment will be single path data and voice radio to the LFOC and each MSE.  Paths may be via the cloud or other organizations; no redundant paths are required.  The JUMP may deploy via air or surface transportation as required.

    b.  <u>Tactical Command Group (TAC)</u>.  This organization is the initial COC footprint for phasing control ashore.  It consists of the "battle staff" of key staff members and assistants to facilitate CG situational awareness of the warfighting functions across the single battle and allows the CG to move closer to the critical action while retaining a level of staff advice.  It is capable of limited planning and combat decision making.  Communications requirements will include the establishment of primary data and voice communications paths to the LFOC, all MSEs, adjacent, and higher organizations.  No redundant paths are required for the MEF/MEB TAC.  The intent of the TAC is to be the initial footprint for the FWD or MAIN to fall in on.

    c.  <u>Forward CE (FWD)</u>:  The FWD will generally be a separate organization from the LFOC or Main CE (MAIN) that exists simultaneously with either.  It is established when the CG needs to establish C2 capability forward as an advanced element or to support the phasing of C2 ashore or the displacement of the MAIN.  This organization will exercise all requisite command functions

for the mission, but will only assume control of the battle space for a
limited duration to support the phasing of C2 ashore or displacement of the
MAIN.  The communications requirements for the FWD will be to establish
primary and redundant communications paths to the LFOC or MAIN, and all MSEs,
higher and adjacent organizations using voice and data connectivity and cloud
services.  The TAC and FWD command groups cannot be deployed simultaneously
due to capacity limitations.

    d.  <u>Main CE (MAIN)</u>:  The MAIN will be the Command Post ashore.  It will
establish all functional and staff capabilities, conduct sustained C2 of the
battle space, and construct plans and orders for FOPS. The MAIN will have
primary and redundant paths for communications to all MSEs, adjacent and
higher organizations, and cloud services.

## Chapter 9 – AC/S G-8 (COMPTROLLER)

9000. <u>OVERVIEW</u>. The AC/S G8 supports accomplishment of the MEF commander's mission by providing two core functions: comptroller support and disbursing support. Comptroller support includes providing advice and recommendations to the commander for resourcing of operations, developing command resource requirements, identifying sources of funds, determining costs, acquiring funds, distributing and controlling funds, tracking costs and obligations, establishing reimbursement procedures, and establishing management internal controls. Disbursing support includes providing financial advice and recommendations, supporting the procurement process, providing limited pay support, and providing disbursing support.

9001. <u>CONCEPT OF SUPPORT</u>

1. <u>Comptroller Support</u>: Comptroller support is an ongoing analysis of the commander's tasks and priorities to identify and ensure adequate and proper financial resources are available and applied under appropriate management controls to aid success. Comptrollers must be involved early in planning to ensure success. Because operations vary greatly in scope and duration, Comptrollers must be flexible to support changing requirements. The Comptroller may be required to identify, allocate, distribute, control, and report fund execution for certain funding authorities beyond just Operation and Maintenance Marine Corps. Depending on a specific mission's complexity and anticipated duration, the Comptroller may be required to coordinate the financial analysis of planned operations; ensuring the effective and efficient use of funding resources during execution; and developing and maintaining close coordination with the G-4, the civilian-military officer, contracting personnel, the SJA, and DFAS. The Comptroller will also be involved in various assessment activities to evaluate the effectiveness of financial management, recommend changes, and compile lessons learned for future use.

2. <u>Finance Support</u>: Finance support during joint operations ensures banking and currency support for personnel payments, operational contract support, and other special programs. It involves financial analysis and recommendations to help the Comptroller make the most efficient use of fiscal resources. Effective disbursing support provides the financial resources necessary for successful mission accomplishment. The finance support structure must not only provide the funding (cash and negotiable instruments), but must also establish expedient methods of payment, which may include electronic funds transfer (EFT).

9002. <u>ORGANIZATION</u>

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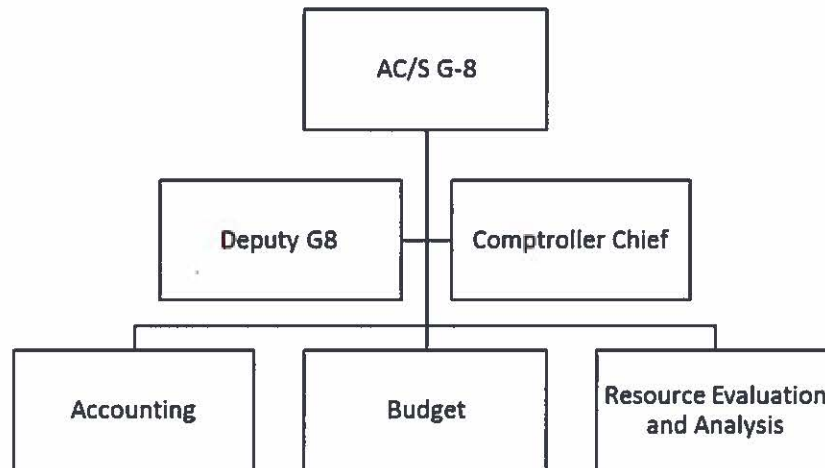
Figure 9-1:  II MEF AC/S G-8 Organization Chart

9003. <u>MISSION</u>.  To establish financial management objectives to facilitate unified actions and prudent use of resources in order to support mission accomplishment through the following objectives:

1.  Provide the Commander with the necessary information to make resource informed decisions and then obtain mission essential funding as quickly and efficiently as possible using the proper source and authority of funds.

2.  Reduce the impact of insufficient funding on readiness.  The Comptroller can accomplish this through such actions as seeking alternative funding sources, recommending no-cost alternatives and ensuring accurate cost estimates are provided to assist in timely reimbursement.

3.  Ensure appropriation integrity and avoid antideficiency act (ADA) violations.  Appropriation integrity and possible ADA violations are a legal concern.  These concerns are more pronounced when substantial operations occur in the third and fourth quarter of the fiscal year.  Basic fiscal controls on appropriated funds are essential to protect against ADA violations.  The following basic fiscal controls should be adhered to:

    a.  Obligations and expenditures are incurred only by authorized individuals and only with proper authorization.

    b.  Obligations are incurred only after an appropriation or continuing resolution has been passed by Congress.

    c.  Obligations are incurred within the purpose, time, and amount limits applicable to the appropriation.

4.  Conduct detailed FM planning and coordinate efforts between the MSCs and higher headquarters (both within the Marine Corps as well as with the joint financial manager during joint operations) to provide and sustain resources. Particularly in the joint environment, unity of effort demands an increased

financial situational awareness and will often include collaborative work across the joint, interagency, intergovernmental, and multinational arenas.

9004. Comptroller Responsibilities

1. General. Although each operation has a unique set of parameters associated with its execution, all of the following essential elements of Comptrollership will be involved: providing financial advice and recommendations to the commander, developing command resource requirements, identifying sources of funding, determining costs, acquiring funds, distributing and controlling funds, tracking costs and obligations, capturing costs, conducting reimbursement procedures, accounting and fiscal validation, establishing management internal controls, establishing a financial assistance visit and inspection process and providing accurate and complete accounting support.

2. Provide RM Advice and Recommendations to the Commander. Whether developing specific II MEF guidance or complying with the joint force comptroller guidance, the Comptroller advises the Commander on the effective use of available resources. To do this, the Comptroller must participate early and actively in the planning process to assist in the successful integration of all FM efforts.

3. Develop Command Resource Requirements

a. Although financial plans can be established for exercises and peacetime deployments, this is not the case for contingency operations. During contingency operations, funding will be drawn from current appropriations and authority, unless provided by a reimbursable agreement with another government or IGO. Thus, it is necessary for the MEF to absorb these costs initially from within existing funds and work with MARFORCOM if existing MEF funding is not adequate. The Comptroller will be responsible for ensuring that the capability exists for funding all participation costs, separating and collecting the incremental and total costs, and, in the case of joint operations, reporting these costs to DFAS and the Office of the Under Secretary of Defense (Comptroller) (OUSD[C]) via MARFORCOM and the Joint Comptroller. To assist in reprogramming and supplemental funds requests, the Comptroller must estimate future costs, accumulate all costs, and, during joint operations, promptly submit bills to DFAS for payment and estimated future costs to OUSD(C) via MARFORCOM and the Joint Comptroller.

b. When developing resource requirements, existing agreements must be reviewed by the appropriate staff sections. It is important that the command resource requirements adequately reflect the concept of logistic support. Resource requirements include, but are not limited to, contracting, transportation, multinational support, support to interagency partners, IGOs, foreign humanitarian assistance (FHA), and force sustainment.

c. Host-nation support (HNS) can be a significant force multiplier. Whenever possible, available HNS should be considered as an alternative to deploying logistic support from the US. The SJA must be involved in determining specific support requirements contained in HNS agreements. Authority for negotiations must be obtained through the supported Combatant Commander, Joint Comptroller, and Department of State (DOS).

d. During course of action (COA) development and throughout the plan

development process for an OPLAN or OPORD, the Comptroller develops financial policy and guidance. This appendix must also state who will be required to fund any unique aspects of the operation. The FM appendix should adequately reflect support to logistical requirements.

4. Identify Sources of Funding

a. This issue is particularly challenging in a joint environment because of diverse fiscal requirements, sources, and authorities of funds. Multiple funding sources and authorities must be sought to balance constraints imposed by fiscal law with emergent time-critical operational requirements. Comptrollers should work closely with the SJA when making these determinations to ensure compliance with Title 31, USC, Section 1301, which addresses use of funds for the purposes for which they are appropriated. Guidance from USD(C) spelled out in the DODFMR, Volume 12, *Special Accounts, Funds, and Programs,* Chapter 23, "Contingency Operations," should also be followed.

b. Resource managers must also be aware of extraordinary measures, including emergency funding authorities such as the Feed and Forage Act (Title 41, USC, Section 11), which may be used to incur obligations in excess of, or in advance of, available appropriations. A thorough understanding of sources and authorities can provide resource managers with a means of remaining within the limits of the law and a method to develop alternative funding options. To the extent that a specific funding source has not been identified for a joint operation, the Comptroller should pursue additional funding authority, reprogramming, and supplemental appropriation requests through the chain of command to minimize the effect on readiness.

5. Determine Costs

a. For anticipated operations, preliminary cost estimates are developed before or early in the deployment. Requests for supplemental funds or reprogramming are based on detailed budget estimates.

b. Preparing estimates involves making assumptions about a variety of factors such as operation duration, logistic support, force size, operational environment, and transportation, and type of orders personnel will be under. Generally, all factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations must be considered in developing assumptions and cost estimates. Costs are estimated using standard cost factors developed from historical costs and judgment where there are no standard cost factors. This process requires input from various staff sections.

c. For contingencies, the Comptroller will use the "contingency cost report" format issued by USD(C) and submit it up, through the chain of command, to DFAS and DOD with the joint operation's total incremental cost. Instructions for completing the contingency cost report can be found in DODFMR, Volume 12, *Special Accounts, Funds, and Programs,* Chapter 23, Contingency Operations.

d. When developing an estimate, misuse of terminology (e.g., confusing incremental and offset costs) can lead to an inaccurate cost estimate. An understanding and consistent use of terms are essential when determining costs. The following are approved definitions of the terms in question:

1) <u>Baseline Costs</u>. Baseline costs are the continuing annual costs of military operations funded by O&M. Essentially, baseline costs are programmed and budgeted costs that would be incurred whether or not a contingency operation took place (e.g., scheduled flying hours, steaming days, training days, exercises).

2) <u>Offset Costs</u>. In some instances, costs for which funds have been appropriated may not be incurred as a result of a contingency operation, and those funds may then be applied to the cost of the operation. Examples include: training not conducted, and base operations support not provided. Reported incremental costs should be reduced by the amount of these cost offsets. In other situations, identified incremental costs may be offset in various ways, such as credit for unused classes of supply, and nonmonetary contributions, such as HN or multinational provided fuel. DODFMR Volume 12, *Special Accounts, Funds, and Programs*, Chapter 3, Contributions for Defense Programs, Projects, and Activities, outlines procedures for reporting nonmonetary contributions. These offsets should be accurately documented and reported at the cognizant organization levels to maintain adequate accountability for reporting and audit purposes.

3) <u>Incremental Costs</u>. Incremental costs are additional costs to the appropriations and are only incurred upon execution of a contingency operation. The costs of investment items, construction costs, and costs incurred to fix existing shortcomings can be categorized as incremental expenses only if the expenditures were necessary to support a contingency operation and would not have been incurred in that fiscal year in the absence of the contingency requirement. The following are examples of incremental costs:

a) Travel and per diem costs of active duty military personnel.

b) Overtime, travel, and per diem of permanent DOD civilian personnel in support of the joint operation.

c) Transportation costs of moving personnel, materiel, equipment, and supplies to the operation or staging area, including port handling charges; packing, crating, and handling; first and second destination charges; and other related areas.

d) Cost of rents, communications, and utilities attributable to the operation (e.g., telephone service, computer and satellite time).

e) Cost of work, services, training, and materiel procured under contract.

f) Cost of materiel, equipment, and supplies from regular stocks used in providing directed assistance. Included in this category will be consumables such as field rations, medical supplies, office supplies, chemicals, petroleum, and items ordinarily consumed or expended within one year after they are put into use.

g) Replacement costs of attrition losses directly attributable to support of the joint operation.

6. <u>Acquire Funds</u>. Once potential sources and authority of funds are determined, the Comptroller will request use of various funding authorities.

Particularly in joint operations, supplies and services may not be available through the normal funding process. One example is funding for transportation required in support of Foreign Humanitarian Assistance (FHA) operations. Another example is funding available for special and specific missions such as urgent humanitarian relief and reconstruction requirements. In these cases, Comptrollers will seek separate obligation authority through the appropriate channel.

7. <u>Distribute and Control Funds</u>. Effective and efficient fund control and certification is critical in the conduct of Comptroller operations and should be in compliance with Service policy, joint policy if in a joint operation as well as Congressional law.

8. <u>Track Costs and Obligations</u>

    a. The Comptroller will either obtain a Special Interest Code (SIC) from HQMC or will create a local SIC to capture costs so that the total cost of an exercise or operation can be accurately captured. If this is a contingency, there will also be a three digit CJCS project code published.

    b. Comptrollers will establish a Status of Funds (SOF) report that includes commitments, obligations, reimbursable costs, and estimated future costs. For contingency operations, Comptrollers must comply with DOD reporting requirements to account for and receive reimbursement for the costs of supporting contingency operations.

    c. The quality and accuracy of reporting is contingent on timely and accurate financial data. Instructions must be promulgated to those entities that will be spending resources (e.g. supply officers, contracting officers, TAD administrators, etc.)

9. <u>Reimbursement Procedures</u>

    a. Reimbursable costs may occur from providing support to IGOs, HNs, foreign nations, NGOs, or other USG departments and agencies. Provisions of support must be authorized by law. Throughout operations, careful consideration must be given to funding, monitoring expenditure authority (see DODFMR, Volume 15, *Security Assistance Policy and Procedures*, Chapter 4, Cash Management), maintaining accountability, tracking costs, and tracking support received from, or provided to, the HN, IGOs, other foreign nations, or other USG departments and agencies. Accurate, detailed cost reports are needed to determine how costs should be apportioned and billed. Comptroller's will capture these costs and provide the required reports and detailed billings per DODFMR, Volume 11A and 11B, *Reimbursable Operations, Policy, and Procedures*.

    b. When support agreements are established, the Comptroller should ensure that it is clearly understood what assistance can be rendered to requesting units and agencies. If a current agreement exists, the Comptroller will review the agreement for proper procedures with the G-4 and SJA.

    c. Only billable costs are submitted to USG departments and agencies, IGOs, or foreign governments in accordance with the provisions of the Foreign Assistance Act (FAA), other US laws, and the requirements of the organization being billed. Billing information will include documentation as required by

applicable agreements. Given the legal restrictions on the use of reimbursed expenses and to ensure timely recoupment of reimbursable costs Comptrollers must closely follow contingency operations billing procedures.

(1) Letter of Assist (LOA) Costs. An LOA authorizes a government to provide goods or services to a peacekeeping operation, subject to reimbursement by the UN. Reimbursement for LOA costs is accomplished using a Voucher for Transfers Between Appropriations and/or Funds (Standard Form [SF] 1080). The Comptroller should prepare an SF 1080 voucher for the cost of the goods or services provided and reference the LOA number. All LOAs must be forwarded to the Defense Security Cooperation Agency (DSCA) for execution and billing procedures. Forward the voucher, with sufficient detailed documentation and the appropriate UN receipt records, through the chain of command to the UN. The SF 1080 is forwarded to DFAS with supporting documentation and a certified contingency operations cost report to support the bill. All vouchers must provide adequate documentation for accountability and certification. DFAS will verify the LOA number and item for which a voucher is being submitted, summarize in a separate attachment, and forward the voucher to the US Mission to the UN for transmission to the UN. The UN will not accept a bill that exceeds the UN LOA ceiling. The Comptroller must notify DSCA if the billable costs will exceed the UN LOA. DSCA will then negotiate an LOA amendment or revision with the UN to allow for additional costs.

(2) Leases. Leases of major end items, and the associated foreign military sales (FMS) support cases, will be managed by the DSCA. Development of leases for DOD equipment will follow normal procedures in DSCA 5105.38-M, *Security Assistance Management Manual*, Chapter 12, Humanitarian Assistance and Mine Action Programs, which are governed by the Arms Export Control Act (AECA).

(3) NATO Reimbursement Procedures

(a) Support Arrangements with NATO. The NATO command HQ will sometimes require specialized logistic support from one or more of the contributing nations. Such support, when included in the mission statement of requirements, is generally requested as a mission contribution on a non-reimbursable basis (e.g., provision of medical capabilities). In other instances, the NATO command HQ may request consumable supplies or other support (e.g., fuel) on a reimbursable basis. Such requests (e.g., military equipment) must originate with the NATO command and should include an advance commitment from the NATO command financial controller that reimbursement will be provided. Such costs should be invoiced to the NATO command HQ to be reimbursed by the NATO command financial controller. Submit the SF 1080 to DFAS with sufficient detailed documentation and a certified contingency operations cost report to support the request for reimbursement.

(b) Support Arrangements with Allied Nations. NATO doctrine establishes that logistic support is a national responsibility; however, efficiencies should be sought wherever possible. Other allied nations' forces may require logistic support, which may be provided in a number of different ways. The establishment of a support agreement annex is necessary to document this type of support. During peacetime, this is generally accomplished through the FMS program. During Article 5 or non-Article 5 crisis response operations, such support may be provided under the following arrangements:

(c) <u>Role Specialization Arrangements</u>. Prior to a NATO operation, the nation's providing forces may mutually agree to a division of responsibility in the operational area. Such an arrangement, for example, could result in one nation establishing a field medical facility, with another nation providing an airlift capability. Ideally, the tasks should be divided such that mutual benefit and equity are apparent and supported by law. This is an extremely valuable tool, since it provides a framework for exchange of available items to support time-sensitive mission requirements. When the US is acting as role specialist nation, any support provided to another country must be provided through an authorized mechanism. Typically, this is done through acquisition and cross-servicing agreement (ACSA) transactions.

(d) <u>Standardization Agreements (STANAGs)</u>. NATO nations have made commitments to pursue standardization and interoperability in a number of areas. One means of achieving this is through adaptation of common technical standards and procedures, documented in STANAGs. A body of such standardization documents exists, covering functions ranging from communications procedures to refueling other nations' aircraft. Many such agreements also include standard reimbursement procedures.

(4) <u>Direct Reimbursement</u>. In the absence of other suitable arrangements, the allied nations may negotiate for support, subject to reimbursement procedures of the nation providing the required supplies or services.

(5) <u>ACSA</u>. Bilateral ACSAs exist with many allied nations and the NATO Maintenance and Supply Organization, enabling operational commanders to arrange mutual support under payment in cash (PIC), replacement in kind (RIK), or equal value exchange (EVE) procedures.

(6) <u>HNS Reimbursement Procedures</u>. Once the HNS agreement is established, the MEF G-4 provides a detailed statement of requirements to the HN and begins the negotiations for logistic support. Comptrollers should be involved in the development of specific procedures for cost capturing and billing, which must be negotiated with the HN. This will prevent locally negotiated agreements that may not be legal or authorized. An SF 1080 to DFAS with sufficient detailed documentation to support the request for reimbursement must be submitted.

(7) <u>Foreign Nation Support Reimbursement Procedures</u>

(a) Foreign nation support is provided to foreign forces from countries other than the country in which an operation is occurring. This support is generally provided under one of three circumstances. First, support can be provided under the existing rules of whoever is controlling the operation (e.g., NATO, UN). Billing procedures under these circumstances should follow standing agreements for support. Second, support may be provided if the US and the supported country have a bilateral agreement in place prior to the operation. The US has many of these cooperative agreements with allies. The Comptroller must consult with the SJA for a copy of any existing bilateral agreements and follow the procedures outlined in the agreement for reimbursement. Third, support can be provided based upon an agreement that is negotiated expressly for the operation. Any negotiated agreement for support should include billing and reimbursement instructions.

The Comptroller must consult with SJA to determine the process and approval levels applicable to the negotiation of such an agreement.

(b) Bills prepared for support during a UN or NATO operation should follow procedures established by those organizations. Bills prepared for either standing or negotiated bilateral support agreements should be processed as set out in the agreement. The Comptroller must send these bills, as required, up to HQMC via MFC.

(8) Replacement-in-Kind (RIK). RIK is the provision of material and services for a logistic exchange of materials and services of equal value between the governments of eligible countries. These items are accountable as future reimbursements to the country that initially provides them on a gratis basis. Costs for these items have a current value that is captured as future reimbursements. The Comptroller will coordinate with the G-4 to develop and implement procedures in order to track the value of support provided in order to ensure an equal exchange of valued materials and services throughout the multinational operation. Particular care must be taken in accounting for these authorized exchanges due to the political sensitivity inherent in multinational operations. Ideally, these in-kind reimbursements should derive no monetary gain and should provide mutual benefit and equity between the participating countries. The Comptroller must consult with the SJA to ensure proper agreements are in place to legally support US acceptance of RIK.

(9) NGO Reimbursement Procedures. NGOs do not operate within the military or governmental hierarchy. However, because NGOs operate in remote areas of high risk, they may need the logistic, communication, and security support that military forces can provide. Expectations of military support (including supplies, services, and assistance) must be reviewed with the NGOs. During joint operations, it is best to coordinate this with the Joint Comptroller. If acting as the Joint Comptroller, coordinate with the SJA to determine the JFC's authority to provide support on a reimbursable or non-reimbursable basis. Each NGO normally has some type of financial control officer. Support to NGOs should only be provided after approval is received. An MOA on reimbursement between the command and the NGO is recommended. Comptrollers should ensure that all supply activities, especially fuel, maintain a record of what is provided; submit bills to supported organizations as required; and, if an organization is not authorized to make payment locally, forward the documentation (signed by both organizations) through MFC to HQMC.

(10) Non-DOD Departments and Agencies Reimbursement Procedures. Congress provides DOD with funds for very specific needs. Therefore, providing support to other USG departments and agencies can be complex. When presented with such a request for support, the Comptroller should consult with the SJA. An MOA or interagency agreement should form the basis for any reimbursable relationship with interagency partners. These agreements can be used to ensure that only authorized support is provided, and supply and service activities capture the cost of support. Bills should be compiled as required, using a manual SF 1080, through the supported agency. The SF 1080 must have a copy of the agreement with attached substantiating documents.

(11) Defense Support of Civil Authorities. In cases of a defense support of civil authorities event (e.g., national disaster), a federal agency such as the Federal Emergency Management Agency may request assistance

from DOD. When approved by SecDef or USNORTHCOM, the assistance will be reimbursable under the appropriate authority, usually the Economy Act (which mandates cost reimbursement by the federal agency requesting support) or the Stafford Act (which establishes the guidelines for reimbursement to federal agencies and states from federal funds set aside to support missions in response to presidential declaration). The federal agency will provide a funding document that provides reimbursable budget authority (RBA) to cover MEF expenses incurred in rendering the requested support.

10. Accounting and Fiscal Validation. The Comptroller should continuously validate funding documents and recoup or cancel invalid obligations if it is evident that funds will not be executed in a timely manner to ensure that funds do not revert and become lost at the end of the fiscal year. Funding sources and authorities should balance constraints imposed by fiscal law with emergent time-critical requirements.

11. Establish Management Internal Controls. The Comptroller should coordinate internal controls that will provide reasonable assurance that obligations and costs comply with applicable laws, that funds and other assets are protected and that proper accounting and documentation is kept of all expenditures. These management internal controls should be established as soon as possible.

12. Establish a Financial Assistance Visit and Inspection Process. The Comptroller is responsible for conducting FM training, FM assistance visits, and FM inspections to ensure that all matters pertaining to RM are operating properly and legally, even during exercises/operations.

13. Provide Accurate and Complete Accounting Support. The Comptroller ensures that official accounting records are accurate and supported with proper source documentation, and resolves accounting issues in a timely manner.

14. Appropriations and Authorities

    a. O&M Appropriation. This appropriation pays for the day-to-day expenses in garrison, as well as during exercises, deployments, and military operations. However, there are threshold dollar limitations for certain types of expenditures such as purchases of major end items of equipment and construction of permanent facilities. Once expended, O&M accounts may be replenished for specific operations through supplemental appropriations from Congress or reprogramming actions.

    b. Construction with O&M. O&M funds may be used for unspecified minor MILCON under Title 10, USC, Section 2805(c). The current project limit is $1 million. Also, since fiscal year 2004, Congress has authorized the use of unspecified Service O&M funds for combat and contingency related construction, which is distinct from the authority under Title 10, USC, Section 2805(c). Consult the current Military Construction Appropriation Act for limits on the use of these funds. O&M funds may also be used via the contingency construction authority, with SecDef approval, when specifically authorized by Congress as identified in a current national defense authorization act.

    c. MILCON Appropriations. Congressional oversight of MILCON is extensive. Specific approval is required for any project above an

established dollar threshold.  Funds for these large construction projects require specific Congressional approval and are provided in the annual Specified Military Construction Program.  MILCON appropriations also fund part of the Unspecified Minor Military Construction Program.  HQMC, under the authority of Title 10, USC, Section 2805(a), may use minor MILCON funds for minor projects not specifically approved by Congress.  This authority is limited to projects within prescribed dollar threshold limits.  MILCON funds may be used for unspecified minor MILCON projects equal to or less than $3 million, or the sum of $4 million or less, if intended solely to correct a deficiency that is life threatening, health-threatening, or safety-threatening.  Maintenance and repair are not considered minor construction, and expenditure of O&M for these purposes is not subject to these construction expenditure limitations.  Maintenance is recurrent work to prevent deterioration and to maintain a facility in usable condition.  Repair is the restoration of a facility in order that it may be used for its original purpose.  When construction and maintenance or repair are performed together as an integrated project, each type of work is funded separately, unless the work is so integrated that separation of construction from maintenance or repair is not possible.  In such cases, all work is funded as construction.  SecDef may undertake MILCON projects and may authorize the Marine Corps to undertake MILCON projects not otherwise authorized by law that are necessary to support use of the Armed Forces in cases of declaration of war or national emergency.  Such projects are funded with unobligated MILCON or family housing appropriations.  See Title 10, USC, Sections 2803, 2804, and 2808.

d. <u>Traditional Combatant Commander Activity (TCA) Funding</u>.  These funds are intended for use by CCDRs to promote regional security and other US national security goals.  For Geographical Combatant Commanders, these funds fulfill their need for flexible resources to interact with the militaries in their area of responsibility (AOR), promote regional security, and other national security goals.

e. <u>Combatant Commander Initiative Fund (CCIF), Title 10, USC, Section 166a</u>.  These funds provide the Combatant Commanders with funds to support un-programmed new emergent requirements that occur during the fiscal year.  Funds may be used among other purposes for command and control (C2), joint exercises, Humanitarian and Civic Assistance (HCA), military education and training to military and related civilian personnel of foreign countries, personnel expenses of defense personnel participating in bilateral or regional cooperation programs, and force protection.

f. <u>Humanitarian Assistance, Title 10, USC, Section 2561</u>.  This provision authorizes DOD appropriated funds to be used to transport USG-procured humanitarian relief supplies and for other authorized humanitarian purposes worldwide.  Upon request, DSCA will reimburse the services.

g. <u>Transportation of Humanitarian Relief Supplies to Foreign Countries, Title 10, USC, Section 402</u>.  This authority provides for the military transportation of nongovernmental, privately donated humanitarian relief supplies, subject to certain conditions.  Assistance under this section is commonly referred to as the "Denton Program" and is jointly administered by United States Agency for International Development (USAID), DOS, and DOD. DOD is authorized to transport donated supplies from NGOs and IGOs intended for humanitarian assistance purposes.  This transportation is authorized without charge but on a space-available basis.  Before supplies can be

transported, DOD must determine that their transportation is consistent with US foreign policy, they are suitable for humanitarian purposes and in usable condition, a legitimate humanitarian need exists for them by the people for whom they are intended, they will be used for humanitarian purposes, and adequate arrangements have been made for their distribution in the destination country by the NGO or IGO. DSCA manages the program and the funds. Requests should be forwarded by the supported CCDR to the Joint Staff for approval by DSCA.

h. HCA Provided in Conjunction with Military Operations, Title 10, USC, Section 401. This provision of law allows the Service components to carry out HCA activities abroad. Projects must promote US and HN security interests as well as enhance readiness skills of the MEF's forces. These projects are to be conducted in conjunction with authorized military operations and can complement, but not duplicate, other assistance provided by the USG. HCA is confined to four general areas which are defined by statute: medical, dental, surgical, and veterinary care provided in rural or underserved areas of a country, including education, training, and technical assistance related to the care provided; construction of rudimentary surface transportation systems; well drilling and construction of basic sanitation facilities; and rudimentary construction and repair of public facilities. HCA projects cannot benefit any individual or organization engaged in military or paramilitary activity. HCA projects must be approved by the HN government and must be supported by the US embassy, DOS, USAID, and DOD. Section 401 activities are funded from the Services' operations and maintenance accounts.

i. Emergency and Extraordinary Expense (EEE) Authority, Title 10, USC, Section 127. This provision authorizes SecDef and the Service Secretaries to provide for any EEEs which cannot be anticipated or classified. These are designated as EEE funds within the O&M appropriation. EEE funds are funds that may be used to support certain unique requirements of operations. DOD and Service regulations that cover these funds define the types of acceptable expenditures. These funds are very limited in amount and are approved on a case-by-case basis. The Comptroller may request funds through the cognizant CCDR via the joint force Comptroller if attached to a JTF. The CCDR may provide the requested funds or request that a Service component commander provide the funds. If EEE funds are available and no other funds are appropriated to resource an essential activity, then the Service component commander normally will request approval of the Military Department Secretary through the Service HQ. This authority does not provide additional funds, rather, it provide the authority, once approved, to obligate Service funds for an activity normally not authorized by O&M funding.

j. ACSA, Title 10, USC, Sections 2341-2350. Under this authority, DOD, after consultation with DOS, may enter into agreements with NATO countries, NATO subsidiary bodies, other designated eligible countries, the UN, and other IGOs that provide bilateral agreements for the reimbursable mutual exchange of logistic support, supplies, and services. This authority is limited to the purchase and sale of logistic support and does not extend to major end items of equipment (e.g., trucks, weapons systems). Per Title 10, USC, Section 2350, DOD is authorized general purpose vehicles and other nonlethal items of military equipment which are not designated as significantly military equipment on the US munitions list. Examples include vehicles, communications equipment, and training aids. This authority allows DOD to acquire or transfer logistic support outside the AECA channels. This is a limited, DOD-specific authority to both acquire logistic support without

resorting to commercial contracting procedures and to transfer logistic support outside of AECA channels.  The following website has all the ACSA documents for each country and an extensive amount of information on ACSA transactions:  https://intellipedia.intelink.gov/wiki/ACSA

k.  Foreign Disaster Assistance, Title 10, USC, Section 404.  This section provides the President with the authority to direct SecDef to provide disaster assistance outside the US to respond to man-made or natural disasters, when necessary to prevent loss of lives or serious harm to the environment.  It enables DOD to utilize its unique airlift and rapid deployment capabilities to address humanitarian problems caused by natural or man-made disasters worldwide.  Assistance provided under this section may include transportation, supplies, services, and equipment.

l.  Additional DOD Authorities.  New public laws and changes to USC continually provide additional authorities to support DOD joint operations.  Examples include coalition lift and sustainment authority provided in Public Law 109-289, Section 9008; commanders emergency response program Public Law 108-375 Section 1201, rewards authority provided in Title 10, USC, Section 127b; and combating terrorism readiness initiative authority provided in Title 10, USC, Section 166b.  The Comptroller should consult with higher headquarters, OSD Comptroller and the SJA to determine which authorities are available.

15.  Agreements

a.  UN LOA.  This is a document issued by the UN to a contributing government authorizing that government to provide goods or services to UN peacekeeping forces.  An LOA typically details specifically what is to be provided by the contributing government and establishes a funding limit that cannot be exceeded.  General support LOAs can be negotiated with the UN (if such LOAs are advantageous to both parties) to cover more generic categories such as subsistence, fuel, sustainment, and spare parts.  More than one item or service can be included on an LOA.  LOAs are considered by the UN to be contracting documents and must be signed and issued by the UN Director, Field Operations Division.  The LOA is not considered a funded order, and the UN does not normally provide an advance of funds for the value of the LOA.  The UN will reimburse contributing countries for the costs of their activities in accordance with UN standard procedures covered in the *United Nations Guidelines to Contributing Governments* and specific and general LOAs.

b.  Memoranda of Agreement.  An MOA is an agreement between countries or eligible organizations that delineates responsibilities among the participants.  Among these responsibilities are the participants' financial liabilities for support.  These agreements define the specific mechanisms required for reimbursement of costs.  An example of the use of this authority is when multinational partners cooperate in a military operation.  In this case, support can be provided to foreign forces with which the US has an MOA.  MOAs between DOD and the defense ministries of other nations or between DOD and IGOs must be based on specific legal authority and negotiated in accordance with proper procedures.

c.  DOS Funds (632 Agreements).  DOS and DOD may negotiate agreements where DOD agrees to initially fund requirements that are legally a DOS responsibility.  These agreements are called "632 Agreements."  They are generally negotiated for a specific purpose with a specific amount of funds

attached. Once these agreements are signed, they provide the legal authority for DOD to incur obligations on a reimbursable basis for the purpose intended. The documentation will be consolidated and sent to DOS for reimbursement.

9005. Disbursing Responsibilities

1. General. Disbursing support provides banking and currency support for personnel payments, operational contract support, and other special programs. It involves financial analysis and recommendations to help the Comptroller make the most efficient use of fiscal resources. Effective disbursing support provides the funding (cash and negotiable instruments) and establishes expedient methods of payment, which may include electronic funds transfer (EFT).

2. Provide Financial Advice and Recommendations. The Disbursing will develop the concept of disbursing support, aligned with the concept of logistic support and operational concept outlined in the Comptroller appendix to an OPORD. To develop support, Informational resources available to the Disbursing Officer include the DOS, local embassy, Department of the Treasury, Department of Commerce, and Central Intelligence Agency (CIA) World Fact-book country reports. Analysis on developing a Disbursing plan could include: how well the infrastructure in area of operations can support logistic and banking operations; how US currency would affect the economic system; and which currencies should be used. The results of a thorough economic assessment are utilized by both the Comptroller and Disbursing Officer. Additional factors to consider would be: how developed is the economy; how developed is the banking system and can it be used; how available is the currency and what is the impact on exchange rates; what would be the impact on the economy to a large influx of U.S. dollars; what is a fair and reasonable labor rate for nationals as well as a fair and reasonable price for goods and services.

3. Support the Procurement Process. Support of the logistic system and contingency contracting efforts is critical to the success of operations. Disbursing will provide funds for the local purchase of goods and services. Normally, it is more economical to purchase locally than transport from a distant source. A large percentage of Disbursing's effort may be directed toward execution of this function. Procurement support is divided into two areas: contracting support and commercial vendor services (CVS) support.

    a. Contracting support is normally conducted by the contracting officer with Disbursing support which involves the payment for contracted services and supplies. To the maximum extent feasible, Disbursing will apply the principles of electronic commerce or electronic data interchange (EDI), which includes maximizing the use of EFT payments to vendors. Because an increased demand for locally procured items will tend to inflate prices, it will be important for the G4 Contracting Officer to establish a requirements review board (RRB) to manage the prioritization and allocation of funds and available commercial support.

    b. Commercial Vendor Services (CVS) support is used to satisfy requirements that cannot be reasonably provided through established logistic channels. If government purchase cards are not recognized, the vendors are normally paid in cash by finance support teams and paying agents, normally in

local currency. Services and supplies such as day labor, rations supplement, and construction materials are commonly paid using CVS procedures.

c. Fast pay procedure is used for processing payment vouchers with special requirements. It allows payment prior to verification that supplies have been received and accepted, under limited conditions (e.g., medical supplies for direct shipment overseas). When a purchase is made using fast payment procedures, payment is made based on the supplier's submission of an invoice, which constitutes a certification, that the contractor has delivered the supplies to a post office, common carrier, or point of first receipt by the government, and that it will repair, replace, or correct nonconforming items.

4. Provide Pay Support

a. US Military. Pay support includes answering pay inquiries and initiating various types of individual local payments (e.g., casual payments, travel payments). Various entitlements have been established to compensate military members for the rigors and sacrifices caused by different types of military operations. In joint operations the J1 will make entitlement determinations to ensure equity among all services. Determinations made typically pertain to TAD allowances such as per diem, field duty or essential mess. The intent is to avoid situations where various Service members, serving side-by-side under similar circumstances, earn different entitlements due solely to differing determinations made by subordinate Service component commanders.

b. NEOs. Overseas evacuations of US citizens are the responsibility of the DOS. However, there will be times when the DOS requests military assistance to execute a NEO. Based on the situation, the evacuee population may consist of nonessential military personnel, federal employees and their families, DOD family members, private US citizens, and designated foreign nationals. The NEO is a military operation, and should not be confused with the DOS-authorized or DOS-ordered departure, which is an official order recognizing the presence of hostilities or a threat and which establishes the effective "beginning date" of entitlements for official government employees and their families. Disbursing will provide funding for safe haven expenses for their respective evacuees. The Marine Corps has the authority to provide special allowances for their Service members and family members under an authorized or ordered evacuation from an overseas location. Federal employees and their family members are also authorized pay and special allowances. Financial entitlements include, but are not limited to, advance payments (when authorized by sponsor), travel, safe haven allowances, and subsistence expense allowances to authorized individuals. The Department of State Standardized Regulation (DSSR) defines travel and safe haven entitlements for eligible federal employees and their family members. A reprint of the applicable DSSR chapter may be found in the JTR. The JTR defines travel and safe haven entitlements for military family members. Safe haven entitlements are normally paid by the established repatriation center(s) when the safe haven is in the continental US. If the safe haven is overseas, the geographic combatant command comptroller will coordinate entitlements through the Joint Staff J-8. *All regulations stated in the DODFMR Volume 12, Special Accounts, Funds, and Programs, Chapter 23, Contingency Operations, Section 2312, Noncombatant Evacuation Operations, should also be followed.* Eligible federal employees and their families, as identified in the JTR, are entitled to transportation to a final safe haven

location or other designated place, at government expense. Evacuee costs borne by II MEF for eligible federal employees and their families should be submitted to DFAS for reimbursement in accordance with DODFMR, Volume 12, *Special Accounts, Funds, and Programs*, Chapter 23, Contingency Operations. All other individuals must sign a promissory note to the DOS, evidencing their obligation to reimburse the USG, before boarding a military or military-chartered conveyance at the point of departure from the affected country.

    c. <u>Special Payments to Non-US Military Forces</u>. Multinational operations may require special payments to authorized members of friendly forces in support of transition assistance programs. This should be coordinated with the joint Comptroller. The supported geographical combatant commander comptroller must ensure that specific authority and funding is obtained from DOD before any payments are authorized. When an agreement has been negotiated between the US and a partner nation, US disbursing officers may be authorized to advance currency on an emergency basis to cashiers, disbursing officers, or individual members of that nation's armed forces. Such agreements may require that nation's forces to provide reciprocal support to US forces.

    d. <u>Non-US Pay Support</u>

    (1) <u>Day Labor Pay</u>. HN employee and day-labor pay are provided through arrangements with the HN or through an appropriate contract. Payment rates may be determined by the DOS.

    (2) <u>Enemy Prisoners of War (EPWs) and Civilian Internees (CIs)</u>. The Joint Force Comptroller will be responsible for providing EPWs and CIs pay and will designate a service to provide currency and other required support.

    (3) <u>Claims Payments</u>. Claims payments are monetary payments made by the USG for noncombat injuries or death, and damage to, or loss of, real property. Claims are paid pursuant to the Personnel Claims Act (US inhabitants), Federal Torts Claims Act (US citizens), Military Personnel and Civilian Employees' Claims Act of 1964 (US citizens), Foreign Claims Act (FCA) (inhabitants of foreign countries), or claims arising under a status-of-forces agreement. Claims will be processed and adjudicated by an area claims office or, in the case of FCA, by a foreign claims commission, which applies the law of country in which the claim arose to determine both liability and damages. The Federal Tort Claims Act will not apply in most deployments because it does not typically cover acts or omissions that occur outside the US. As a practical matter, it will apply most often in US-based disaster operations. Claims payments can reach significant dollar amounts. The Disbursing Officer will be responsible for the disbursement of, and accounting of claims payments.

    (4) <u>Solatium</u>. A solatium payment is monetary compensation given in areas where it is culturally appropriate to alleviate grief, suffering, and anxiety resulting from injuries, death, and property loss with a monetary payment. In some societies, this payment is the culturally acceptable way of expressing sympathy to a victim or the victim's family. Prompt payment of solatia helps ensure the goodwill of local national populations, thus allowing the US to maintain positive relations with the HN. A solatium payment is made from O&M appropriations (other than claims funds) by the Military Department or DOD agency involved in an accident, regardless of the

assignment of single Service claims responsibility. Payment of solatia is not an admission of liability by the US. The Combatant Commander or, if delegated, the local commander in whose operational area the incident occurred, is responsible for determining entitlement for solatium if it is not specified in local regulations. Consult with the SJA before offering or making solatium. The disbursing officer, through use of paying agents, is responsible for the disbursing and accounting of all solatia.

   (5) <u>Support to Special Programs</u>. DOD Rewards Program offers incentives for information and can be a remarkably effective tool in leveraging information and other nonlethal assistance beneficial to force protection or operations against international terrorism. The program's scope is limited to specific prenominations and preapproved categories in which reward payments are restricted to instances where information leads to the capture of wanted individuals or weapons. Units may take steps to expedite the reward nomination, approval, and payment processes, but they must follow strict guidelines regardless of the procedures used.

   (6) <u>Other Support</u>. Authorized mission requirements or agreements may require Service component finance sections to support occupants of migrant camps, refugees, and dislocated civilians.

5.  <u>Provide Banking and Disbursing Support</u>

  a.  Disbursing support includes, but is not necessarily limited to, making various types of payments certified as correct and proper, check cashing, and local currency conversion.

  b.  <u>Establishment and Control of Financial Institutions</u>. The supported GCC, in coordination with DOS and US embassy representatives, will designate an HN banking activity with US Department of the Treasury approval. Banking support will be provided, when appropriate, by military banking facilities or the HN banking industry. When the Joint Comptroller authorizes the establishment of a Disbursing lead, that Disbursing Officer will procure and provide US and local currency for disbursement. The joint force comptroller, when required, will negotiate and provide liaison with designated HN banking institutions to establish Limited Deposit Accounts and banking procedures. Coordination with DFAS and the US Department of the Treasury is required when negotiating with HN banking institutions; see DODFMR, Volume 5, *Disbursing Policy and Procedures*, Chapter 5, Deposit and Transfer of Public Funds, paragraph 050102B, General Discrepancies.

  c.  <u>Currency Control and Support</u>. The joint force comptroller, when required, is responsible for coordinating US and local currency procurement and control in support of the commander's requirements. The JFC may set conversion limits and policies as recommended by the US Department of the Treasury and DOS. Currency support includes supplying US currency, foreign currencies, US Treasury checks, and foreign military scrip to US and multinational forces. Currency and coins may also be provided to designated facilities as operational considerations permit. Disbursing will exchange currency for US Treasury checks or EFT for Service members, non-appropriated fund instrumentalities, and postal units. Disbursing can also provide cash for automated teller machines during joint operations. Commanders must maximize use of existing technology (to include EFT) to minimize the use of cash in the operational area.

   d.  Smart Cards.  Smart card applications are used to conduct financial transactions in a number of settings.  Smart cards include stored value cards (SVCs), debit cards, and combination cards (contain both SVC and debit card features).  Smart cards store or provide access to "electronic money" and provide a more secure method of handling funds.  They alleviate the need to carry cash and provide electronic payment to vendors for items purchased or services rendered.  Examples include the Deployed Forces Card (known as EagleCash) used by Service members, DOD civilians, and contractors for electronic financial transactions in overseas locations; the Navy/Marine Cash Card used aboard naval vessels; and the US Debit Card used as an alternate device for payments made by USG departments and agencies.  Additional information on these cards is contained in the US Department of Treasury, *Treasury Financial Manual, Chapter 9000, Stored Value Cards.*  See *DODFMR, Volume 5,* Disbursing Policy and Procedures, *Chapter 17, Smart Cards for Financial Applications, for more information.*

9006.  STAFF CONNECTIONS

1.  G-1:  Provides entitlement guidance and reviews, validates, and provides substantiating documentation regarding funded TAD requests (outside of immediate AO).

2.  G-2:  Identifies requirements pertaining to execution of G2X funding.

3.  G-3:  Provides mission, tasks, and concept of operations.

4.  G-4:  Determines what funding is needed to fulfill operational, sustainment, and infrastructure requirements and establishes the contracting review board.

5.  G-6:  Identifies funding issues in regards to the full spectrum of communications to include cyber security.

5.  G-9:  Identifies funding requirements pertaining to civil affairs projects and serves as the liaison between DOS, USAID and the embassy.

6.  SJA:  Provides legal opinions backed by appropriation and authorization law.

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## Chapter 10 – AC/S G-9 (CIVIL MILITARY OPERATIONS (CMO))

10000. <u>OVERVIEW</u>. II MEF G-9 provides civil-military operations (CMO) support to the Commanding General (CG), II MEF through the execution of the Civil Affairs five core tasks with expertise in six functional specialty areas across the range of military operations. The AC/S G-9 provides an understanding of the civil dimension to the MAGTF and supports the commander in establishing, maintaining, influencing, and exploiting relationships between military forces, nongovernmental and intergovernmental organizations, and the civilian populace in friendly, neutral, and hostile territories.

10001. <u>CONCEPT OF SUPPORT</u>. Within II MEF, an active component (AC) Civil Affairs (CA) Detachment of 51 Marines is organic within the MHG. This AC CA Detachment will be assigned as needed by the direction of the II MEF G-3. In the MEF Command Element (CE), there are three CMO Planners on the T/O of the G-3 FECC. However, both doctrinally and historically, when II MEF deploys, 2D Civil Affairs Group (CAG) is sourced from Marine Forces Reserve (MARFORRES) and attached to form the nucleus of the II MEF G-9 element. The RC detachments from 2d CAG will be assigned as needed to the MSCs by the direction of the II MEF CG and in coordination with the G-3.

10002. <u>ORGANIZATION</u>. Figure 10-1 depicts the II MEF G-9 organizational structure. The G-9 consists of 21 Marines and two sailors. The AC/S G-9/CAG Commander leads the G-9. Subordinate to the AC/S G-9 is the operations sections, civil knowledge section, budget section, support section, and functional specialty section.
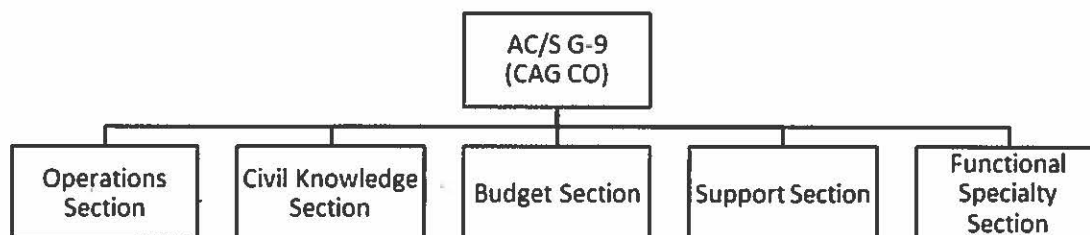


Figure 10-1: II MEF G-9

10003. <u>MISSION</u>. The AC/S G-9 provides the CG, II MEF with forces specifically organized, trained, and equipped to plan, coordinate, and conduct civil-military operations (CMO). The G-9's tasks include, but are not limited to:

1. Providing the CG, II MEF with an analysis of the civil components during initial planning that define the operating environment.

2. Integrating civil considerations into mission analysis and the planning cycle and developing Annexes G (Civil-Military Operations), Annex Y (Host Nation Support) and Annex V (Interagency Coordination) to the operations orders.

3.  Advising the CG, II MEF on the capabilities, allocation, and employment of subordinate CA forces.

4.  Supporting the CG, II MEF's relationship with civil authorities and civilian populace in order to promote HN and MAGTF legitimacy and enhance military effectiveness.

5.  Providing interagency planning and coordination and integration of nonmilitary stakeholders at the division and MEF level staff in order to synchronize operations and to achieve unity of effort.

10004.  OPERATIONS SECTION.  The Operations Section is comprised of the Operations Officer, Operations Chief, Inter-organization Integration Officer, Staff Integration Officer, and Administrative Clerk.  The section plans and integrates the overall G-9 effort and coordinates actions across the MAGTF staff by planning, coordinating, and providing staff oversight of CMO.  The Operations Section's tasks include, but are not limited to:

1.  Plan and integrate the overall Civil-Military operations efforts and is the direct advisor to the AC/S G-9 on the effects of military operations on the civilian populations and vice versa.

2.  Serve as staff proponent for the organization, use, and integration of attached CA forces within the MAGTF AO.

3.  Develop plans, policies, and programs to further the relationship between the MAGTF and the civil component in the MAGTF AO.

4.  Assist in the development of plans, policies, procedures, and programs to de-conflict civilian activities with military operations within the MAGTF AO.

5.  Develop Annex G (Civil-Military Operations) and assists the G-3 in the development of Annex Y (Host Nation Support) and Annex V (Interagency Integration Strategy) to JTF or MEF OPLANs and OPORD.

6.  Coordinate civil-military plans, programs, and policies with strategic objectives.

7.  Ensure a staff presence at the various boards, working groups, and unit command posts or operations centers.

8.  Serve as the liaison between the USG interagency, nongovernmental agencies, and intergovernmental agencies.

9.  Maintain awareness of interagency, NGO, and IGO efforts and objectives and their effects on MAGTF operations.

10.  Facilitate collaborative civil-military efforts with other USG departments and agencies, NGOs and IGOs.

11.  Develop relationships with civilian organization stakeholders to build civil-military rapport, establish common civil-military objectives, and create inter-organizational/interagency unity of effort.  Coordinate and participate in collaborative non-lethal targeting efforts.

10005. <u>FUNCTIONAL SPECIALTIES SECTION</u>.  The G-9 provides subject matter expertise and analysis in six functional specialty areas.

1.  <u>Governance:</u>  The governance section consists of the Governance Officer and Governance Chief who are functional specialists in public administration and services (excluding public health and welfare, cultural relations, and education).  It provides technical expertise, staff advice, and planning assistance to the supported command in creating, resourcing, managing, and sustaining the institutions and processes that govern, protect, and bring stability to a society.

2.  <u>Infrastructure:</u>  The infrastructure section consists of functional specialists in public works, transportation, utilities, and communications.  The section assesses the indigenous public infrastructure.  The team, in coordination with United States Army Corps of Engineers, USAID, HN officials, and vetted contractors, determines methods to design, build, and maintain the organizations, architecture, and systems required to support transportation, water, sanitation, communications, and power.  Some skills required in this section include engineering (civil, mechanical, electrical, and environmental); water and sanitation specialists; electrical distribution specialists and administrators; road construction, telephone, radio, and specialists; and other officers and enlisted personnel whose civilian skills make them suitable for improving a nation's basic infrastructure.  The intent is to return these systems to locally acceptable levels or pre-conflict levels.

3.  <u>Public Health and Welfare:</u>  The public health and welfare section consists of two sailors, an Industrial Hygiene Officer and a Preventative Medicine Technician, who are qualified in public health and medical services.  It provides technical expertise, staff advice, and planning assistance to the supported command in creating, resourcing, managing, and sustaining the institutions and processes through which a society maintains the physical and mental health of its people.

4.  <u>Public Education and Information:</u>  The public education and information section consists of functional specialists in education and information services.  It provides technical expertise, staff advice, and planning assistance to the supported command in designing, resourcing, and implementing sustainable public education and information programs and systems through media and formal education institutions.  Some skills required in this section include educators at all levels, education specialists, school administrators, public relations personnel, media and marketing specialists, and others whose civilian duties include education and information management.

5.  <u>Rule of Law (RoL):</u>  The Rule of Law section consists of a field grade staff judge advocate who advises the AC/S G-9 and supports MAGTF staff on the capabilities and effectiveness of the host nation legal systems and the impact of those on the MAGTF operations.  The RoL officer determines the effects of military operation on the administration of society, court, and legal systems and coordinates rule of law efforts involving U.S., coalition, military, and other U.S. agencies, IGOs, and NGOs, and HN authorities.

6.  <u>Economic Development:</u>  The Economic Development section consists of the Economic Development Officer (EDO) and the Economic Development Chief (EDC).  These Marines serve as the functional area specialists in assessing and monitoring economic development within the MAGTF area of influence.  The section assesses government, corporate, and private resources and economic systems, both formal and informal.  Using these assessments, the team

determines how to assist in the efficient management of resources, goods, and services to enhance the viability of the society's economic system. The economic development section provides recommendations and, when appropriate, directions to maintain, sustain, and improve economic systems and services.

10006. <u>BUDGET SECTION</u>. The budget section is comprised of the Contracting Officer/Financial Management Officer (CO) and Contracting Chief. They assist the G-9 by providing planning, programming, budgeting, and acquisition support. The contracting chief can also coordinate/research and provide definitive responses to the financial inquiries of External Agencies and Commanders. The contracting officer ensures that all work is conducted in a manner that facilitates operational requirements.

10007. <u>SUPPORT SECTION</u>. The support section consists of the Support Section Leader, a logistics officer, and the Support Section Chief, a logistics chief. The Support Section provides general administrative and logistical support to the G-9 including but not limited to:

1. Coordinates with the MEF G-6 regarding all changes in requirements and/or computer, printer, or video teleconferencing maintenance.

2. Coordinates with MEF contracting office for all open purchase supply needs utilizing the warfighter open purchase request router system.

3. Arranges payment for all non-tactical vehicles and armored non-tactical vehicles contracts existing within the G-9 scope of responsibility.

4. Manages all bilingual, bicultural advisors/SMEs through the contracting company and ensures payments are made for those assigned to the MEF G-9.

5. Coordinates transportation for all flights and ground transportation for those assigned to or in support of personnel within the MEF G-9.

10008. <u>CIVIL INFORMATION MANAGEMENT (CIM) CELL</u>. The CIM cell consists of the CIM officer, assistant CIM officer, CIM Chief, Intelligence Chief, CIM analyst. The CIM Cell manages the central repository for all civil information collection, analysis, and distribution. The CIM Cell creates and maintains the basic architecture of the MARCIMS database for the MAGTF area of operations with input from Civil Affairs teams. The CIM Cell enhances the decision-making planning process by increasing situational awareness and understanding. It is the focal point for operational-level collation, processing, and dissemination of civil information that develops operational-level civil inputs to the common operating picture.

10009. <u>PLANNING CONSIDERATIONS</u>. The G-9 provides CMO input to the MCPP and authors ANNEX G of the OPORD. These actions continue through all phases of MEF operations. The G-9 aids the commander's decision-making ability by providing a civil perspective within the Command Element (CE), Ground Combat Element (GCE), and the Air Combat Element (ACE), and Logistics Combat Element (LCE).

1. <u>Intelligence Preparation of the Battlefield</u>. As the G-2 conducts IPB, the G-9 concurrently conducts Civil Preparation of the Battlefield (CPB). CPB focuses on the "C" in METT-TC and looks at the operating environment through the unique perspective of the civil dimension. The G-9 CPB efforts should complement the G-2 IPB efforts and both staff sections collaborate closely to ensure there are no information gaps and to reduce redundancy. At the conclusion of IPB, the G-9 produces a CPB brief to include in the IPB

brief that contains an operational culture matrix, civil environment factors and relevance matrix, instability and stability factors matrix, and key influence matrix.

2. <u>Problem Framing</u>. During problem framing the G-9 provides a representative to the operational planning team to provide civil considerations and advise on the civil dimension. The G-9 defines the nature of the problem from the CMO perspective and produces a Civil Affairs staff estimate at the completion of problem framing.

3. <u>Course of Action Development</u>. During COA Dev a G-9 Marine provides an understanding of the civil operating environment for each COA developed. The G-9 Marine determines potential civil actions in respect to the MEF's actions within the AO by modeling the independent will of the population and key influences. At a minimum the G-9 produces a CMO Concept of Support and if time permits, can also produce a Most Likely/Disadvantageous civil action, CMO requirements and resources, CMO Task Organization, CMO Graphic and Narrative, and a Civil Information Management plan

4. <u>Course of Action Wargame</u>. The G-9 coordinates closely with the Green Cell during COA Wargame to ensure a shared understanding of the civil environment. The G-9 will conduct an internal CMO Working Group Wargame prior to the OPT's Wargame to identify gaps in the CMO concept of support. Throughout the OPT Wargame, a Green Cell member should be present, but there must a distinction between the Green Cell representative and the CMO OPT representative. Prior to the Wargame the G-9 provides CMO input to the Synchronization Matrix and after the Wargame the G-9 updates its staff estimate and concept of support.

5. <u>Course of Action Comparison and Decision</u>. During COA comparison and decision the G-9 recommends the COA most supportable from the CMO perspective. The G-9 also ensures the evaluation and comparison results are accurately recorded in the CMO staff estimate before finalizing it and providing input to the warning order.

6. <u>Orders Development and Transition</u>. The G-9 produces the Annex G, Annex P, and Annex V. The G-9 provides CMO tasks for inclusion in the Basic Order and deconflicts CMO tasks with other stakeholders in the MEF and MSCs.

10010. <u>GREEN CELL</u>. The Green Cell falls under the cognizance of the G-9 operations officer or other senior Civil Affairs officer present during planning and is an ad hoc working group of military and civilians SMEs capable of identifying and considering the perspective of the population, host nation government, and other stakeholders. The Green Cell OIC, in coordination with the OPT leader, will stand up the Green Cell when required. The Green Cell and CMO Working Group coordinate continuously and the expertise in the Green Cell provides civil information and cultural insight to the CMO working group during CPB.

1. <u>COA Wargame</u>. The Green Cell's main contribution comes with COA Wargame where it improves the plan by examining and refining the COAs in relation to the civil environment. A Green Cell member should be present throughout the wargame, but make a distinction between the Green Cell representative and the CMO OPT representative. The Green Cell takes its "turn" after the Red Cell reaction by briefing the civil most likely and most disadvantageous COA with a focus on key influences.

10011. <u>INTEGRATION WITH MAJOR SUBORDINATE COMMANDS</u>. The G-9 may not be integrated with the Major Subordinate Commands (MSCs). It is unlikely that

the Marine Logistics Group or Marine Aircraft Wing will have a CMO Planner on staff. In the event that an MSC within the MEF needs CMO support or if the MEF determined that CMO support was needed to support the missions of the MSCs, the MEF would draft the appropriate orders and assign the appropriate troops to tasks.

## 10012.  RELATIONSHIP BETWEEN G-9 AND CIVIL AFFAIRS DETACHMENTS

1.  The AC/S G-9, as a principal staff member, does not have a direct and formal relationship with the Civil Affairs Detachments that may be attached to the Regiment(s) within the MEF. The official chain of command (and reporting) for a Civil Affairs Detachment is through its parent unit, the Regiment. The G-9 does not have direct tasking authority over a Civil Affairs Detachment. However, it may draft a FRAGO for routing through the appropriate staff processes and approved by the CG, would direct the Regiment to perform certain specific Civil Affairs missions.

2.  There will likely be informal  cross talk between the G-9 and the Civil Affairs Detachments given the size of the CA community and the likelihood that the CA Detachment the G-9 share a common home unit in whole or in part. However, this is informal relationship is no different from the G-9 relationship with the Department of State, Coalition Forces, and the Host Nation.

10013.  INTEGRATION WITH INFORMATION RELATED CAPABILITIES (IRC). The G-9 collaborates with the IRC early during the MCPP and they continue to work closely together throughout the six phases of operations.

1. G-9 Contributions to IO During MCPP. During MCPP, the G-9 uses information gained from Civil Preparation of the Battlefield (CPB) to aid the IO Planner in the development of the Combined Information Overlay (CIO). As the IO Planner develops the IO Tasking Worksheet, the G-9 collaborates with the IO Planner to ensure CMO tasks are included in the IO Tasking Worksheet and that they are de-conflicted with other CMO objectives and tasks.

2. G-9 and IO Collaboration During the Phases of Operations. The G-9 maintains awareness of friendly and hostile civilian perceptions of II MEF forces and activities and assists the IO cell in identifying target audiences (TAs), synchronizing communications media, assets, and messages, and providing news and information to the local population. The G-9 provides input to IO and MISO planners based on its understanding of the civilian population and provide feedback on the effectiveness of IO activities and products.

3. Coordination Tasks Relating to IO. The G-9 provides coordination tasks that relate to IO. They include:

a.  Recommend CMO-related information requirements and Essential Elements of Friendly Information (EEFI) to the IO Officer.

b.  Coordinate with the Intelligence Officer on aspects of the enemy situation that may affect CMO.

c.  Coordinate for tactical forces to perform CMO tasks through the Operations Officer.

d.  Coordinates with the IO Officer on trends in public opinion.

e.  Coordinate with the IO Officer and Public Affairs Officer (PAO) to ensure disseminated information is truthful and supports IO objectives and themes.

    f.   Coordinates with the PAO on supervising public information media.

    g.   Coordinate with the PAO and MISO to leverage media assets in the AO (press releases/interviews).

    h.   Coordinate Civil Affairs Teams gathering measures of effectiveness for MISO operations through the Operations Officer.

10014.   <u>B2C2WG</u>

1.   The MEF G-9 is responsible for establishing the CMO Working Group.  This working group is responsible to plan and facilitate the execution of the five primary CMO tasks (PRC, NA, FHA, SCA, and CIM) in support of the MAGTF Commander as required.  This Working Group has representatives from multiple functional areas in order to have an integrated CMO plan.  Refer to the CMO 7-Minute Drill in Annex G.

2.   The AC/S G-9 or a representative will also participate in the following:

    a.   Operations/Intelligence Brief.

    b.   Chief of Staff Huddle.

    c.   Commanding General Planners BOGSAT Decision Brief.

    d.   Collection's Management Working Group.

    e.   G-3/J-3 Synchronization Working Group.

    f.   Targeting Working Group.

    g.   Targeting Board.

    h.   Targeting Synchronization Working Group.

    i.   Assessment Working Group.

    j.   IOWG.

    k.   Re-Deployment Working Group.

    l.   Communications Strategy Working Group.

    m.   Joint Interagency Coordination Group.

10015.   <u>COMBAT SYSTEMS</u>

1.   <u>Marine Corps Civil Information Management System (MARCIMS)</u>.  MARCIMS in the primary combat system designed specifically for CMO.  It is an unclassified semantic-wiki used by Civil Affairs Marines throughout the AO to input information on the civil military environment.  It is a shared platform that Civil Affairs Marines from the G-9 to the CA Teams at the company level can use to share information from assessments and engagements to increase situational awareness.  It improves interoperability between joint, interagency, and multinational partners by enabling Civil Affairs Marines to share unclassified civil information with interagency partners, IGOs, and NGOs.  Civil Affairs Marines and other stakeholders can request a MARCIMS account through the MARCIMS administrators at: https://marcims.org/index.php/Request_an_Account

2.   <u>Palantir</u>.  Palantir is a classified data analysis system that Civil Affairs Marines can use to summarize data gathered on the civil dimension to visualize civilian network analysis and create links between people, events,

and locations.  When available, the G-9 uses Palantir to broaden the common operating picture of the CG and AC/S G-9 with regards to the civil dimension.

10016.  REPORTS.  The G-9 will provide the same directed reports that are required by the II MEF SOP and Battle Rhythm.  There are no CMO specific reports that the G-9 will generate.  However, the G-9 will draft Information Papers and mission related briefs as needed to support the overall Mission.

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## Chapter 11 – AC/S G-10 (SAFETY)

11000. <u>OVERVIEW</u>. The principal goal of II MEF Safety is to improve operational readiness and effectiveness by ensuring preservation of personnel and equipment through the implementation and management of an effective safety and occupational health program. II MEF Safety provides program oversight and is the primary coordinating authority for Safety and Occupational Health (SOH) programs involving MSC/Es, adjacent and HHQ, and outside agencies.

11001. <u>ORGANIZATION</u>

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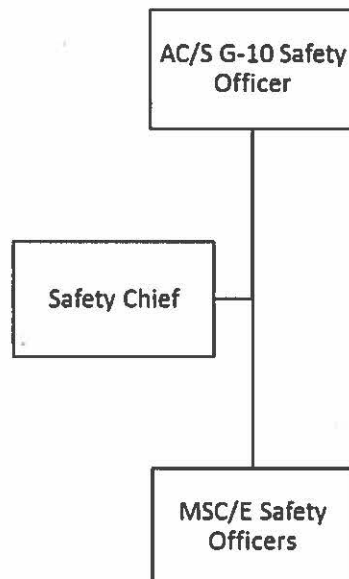
Figure 11-1: MEF Safety Organization

11002. <u>DUTIES AND RESPONSIBILITIES</u>

1. <u>Tactical/Exercise Planning and Support</u>. II MEF Safety participates in exercise planning conferences as appropriate to provide/assist with risk management, recommend appropriate safety support and resources and develop safety exercise scenarios. II MEF Safety provides oversight and evaluation of safety scenario exercises and provides after action reports to the commander and staff.

2. <u>Program Management and Oversight</u>. II MEF Safety manages the implementation of a myriad of, federally mandated safety programs throughout the MEF and MSC/Es by providing guidance, requirements, resource coordination and ensuring effective communication between all levels of the chain of command. II MEF Safety participates in the CG's Inspection Program (CGIP) and conducts inspections for the MHG, its subordinate battalions and for the Marine Expeditionary Units.

3. <u>Coordination of Training and Safety Support</u>. II MEF Safety coordinates safety training and other safety support from installations/supporting establishments, develops MOUs/MOAs as necessary to ensure effectiveness, and ensures the quantity and quality of support services are adequate.

4. <u>Mishap Investigation and Reporting</u>. II MEF Safety facilitates mitigation of hazards and prevents the recurrence of preventable mishaps by managing, coordinating and overseeing an effective mishap investigation and reporting

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program.  II MEF Safety coordinates and oversees the stand-up of formal
safety investigation boards, provides investigation consultation to safety
investigation board members, and develops and prepares formal endorsements to
safety investigation reports for the CG.

11003.  STAFF INTERACTION

1.  G-1.  Sourcing for Tactical Safety Specialists from the supporting
establishments, develop civilian pay and entitlements policies, process
civilian safety specialists for deployment with II MEF.

2.  G-3.  Participate in exercise planning conferences, conduct risk
management (RM) analyses.

3.  G-4.  Safety of use messages (SOUM), develop tactical vehicle safety
SOPs.

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# Chapter 12 - PUBLIC AFFAIRS

12000. <u>OVERVIEW</u>.  This chapter assigns responsibilities and provides guidance for II MEF Public Affairs (PA).  During II MEF operations, foreign state and non-state entities hostile or ambivalent to United States (U.S.) intentions are expected to conduct significant disinformation and misinformation activities designed to influence public perceptions of U.S. Government actions and U.S. or coalition military operations.  These activities include: misrepresenting public statements by U.S. officials, providing inaccurate or incomplete information to news media representatives (NMRs), and numerous other actions designed to affect attitudes, opinions, and behaviors within the U.S. and abroad.  II MEF PA must operate aggressively and effectively IOT lead the commander's communication strategy and conduct public engagement in support of the commander's desired end state.

12001. <u>ORGANIZATION</u>
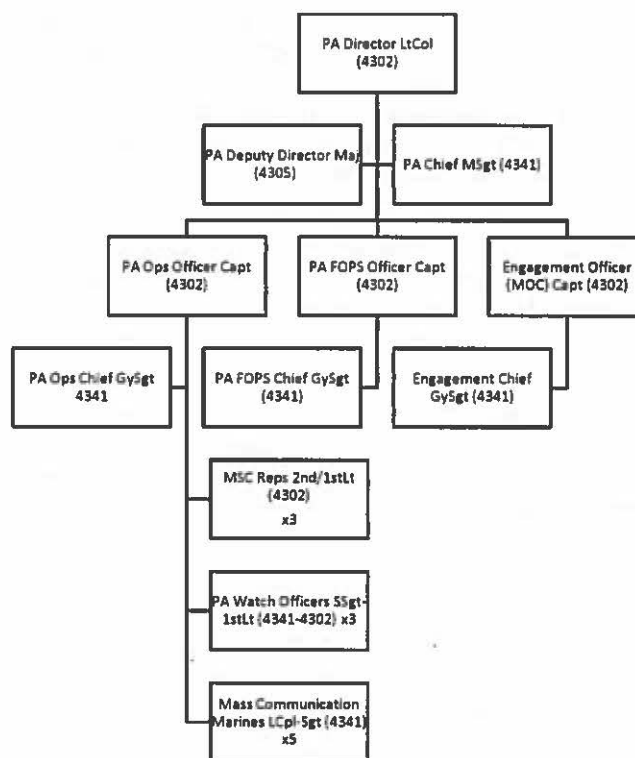


Figure 12-1:  Public Affairs Organization Chart

1.  <u>Director of Public Affairs (PAO)</u>.  The PAO advises the CG, II MEF and staff on all PA matters.  As the PA program manager, the PAO is directly responsible to the commander for PA mission accomplishment and all personnel assigned to the PA section.

2.  <u>Deputy Director of Public Affairs</u>.  The Deputy Director of Public Affairs is the second senior PAO for the command and serves as the Director of Public affairs in his/her absence.  The Deputy Director is directly responsible to the PAO for the morale and welfare of the officers within the section and advises the PAO concerning personnel matters and organizational issues.  The Deputy Director is responsible for coordination, planning, and integration

with the II MEF staff for all II MEF PA activities and operations, and is the primary PA representative for the IOWG.

3. <u>Public Affairs Chief</u>. The PA Chief is senior enlisted member and advisor of the PA section. The Chief is directly responsible to the PAO for the morale and welfare of the enlisted Marines within the section. The PA Chief advises the PAO concerning personnel matters and organizational issues.

4. <u>PA Engagement Officer</u>. The PA Engagement Officer is directly responsible to the PAO for all public engagement for the public affairs office, including media engagement, media pools, and the media embed program.

5. <u>PA Engagement Chief</u>. The PA Engagement Chief assists the Engagement Officer in his/her duties.

6. <u>PA Future Operations Officer</u>. The PA Future Operations Officer is directly responsible to the PAO for the planning of PA operations and the synchronization of those operations with future II MEF operations.

7. <u>PA Future Operations Chief</u>. The PA Future Operations Chief assists the Future Operations Officer in his/her duties.8. <u>MSC PA Representative</u>. The MSC Representatives are in direct support of their respective MSC (2nd Marine Division, 2nd Marine Aircraft Wing or 2nd Marine Logistics Group) and are responsible for providing PA support to highlight the commander's communication priorities, for serving as a trusted advisor and for providing crisis communication support as required.

9. <u>PA Operations Officer</u>. The PA Operations Officer is the senior member of the PA Operations sections. The Operations Officer is directly responsible to the PAO for all tasks assigned to the Operations sections. The Operations Officer manages and supervises the PA Watch Officers COC watch floor duty schedule, and coordinates PA support to the MSCs through the MSC Representatives.

10. <u>PA Operations Chief</u>. The PA Operations Chief is the senior enlisted member of the Operations section. The PA Operations Chief is directly responsible to the Operations Officer for all enlisted matters and technical expertise. The PA Operations Chief may also assume duties as a PA watcher officer, as required. The PA Operations Chief manages and supervises the Mass Communication Marines.

11. <u>PA Watch Officer</u>. The PA Watch Officers are the junior officers (or Staff NCO who has completed the Public Affairs Qualification Course) who serve as liaison officers for PA matters on the COC floor. The PA Watch Officers perform all tasks assigned by the PAO and Operations Officer.

12. <u>Mass Communication Marines</u>. This Marine performs all communication production tasks assigned by the PA Ops Chief.

13. <u>PA personnel will deploy with the lead elements of II MEF</u>. Typically, media agencies are already in the operating area before the deployment of military forces. Engaging media at the onset of operations is critical to a successful PA campaign. It is also important to have PA personnel in site to provide appropriate response and crisis communication in support of the lead elements.

12002. <u>PUBLIC AFFAIRS SUPPORT TO THE COC</u>

1. <u>Public Affairs Watch Officer</u>. The II MEF PAO will designate and provide watch officers on a rotating, 24 hour basis to the COC.

a. The PA watch officer serves as the PA liaison to the COC and must be capable of answering various requests for information on PA-related matters from the SWO. The PA watch officer must keep the PAO and PA Operations Officer informed of any significant events that occur (i.e.: mass casualty, detection of enemy propaganda, downed aircraft, etc.).

b. The PA watch officer will sit in a designated seat in the COC determined by the G-3 Operations Section.

2. Capability Set (CAPSET) I. If available, II MEF CE deploys with the CAPSET I as its CP/COC structure. Four SIPR/NIPR work stations for PA are located within the CP (includes one COC PA Watch Officer) and additional NIPR/commercial White-line work stations are located in the media operations Center (MOC). The MOC is a separate tent outside the access control point that supports the media embed program and provides an unclassified environment for media and Mass Communication Marines to work from. The Engagement Officer will be the OIC for the MOC.

3. Available facility in theater. The II MEF Command Element may fall in on available, adequate-sized infrastructure. PA's designated work space within this facility is dependent on the size of the facility and available space. PA will provide a watch officer to the COC watch floor.

12003. PUBLIC AFFAIRS OPERATIONS

1. DoD policies mandate civilian news coverage of military operations. II MEF PA will plan and execute an active PA program in coordination with other information-related capabilities IOT inform key audiences in accordance with the commander's intent, relevant doctrine, instructions and orders. The end state is to keep influential key audiences informed of the MEF's activities in the region, defeat enemy misinformation campaigns, and maintain favorable U.S. opinion of military actions.

2. II MEF PA will actively seek to counter anti-U.S./coalition propaganda by using speed and transparency to undermine adversarial claims built on inaccurate or incomplete information. PA will provide maximum access and transparency to all II MEF activities, subject to OPSEC considerations and provide accurate reporting of U.S. operations to demonstrate resolve of the U.S. in areas of conflict.

3. PA integration with other IRCs in these efforts to inform key audiences is critical, and cannot be avoided. True institutional credibility will ensue as a result of consistency across the information activities, which requires a strong working relationship between PA and all other information-related capabilities.

12004. PUBLIC AFFAIRS FUNCTIONS AND RESPONSIBILITIES

1. II MEF PA executes an active PA program to provide key publics timely and accurate information regarding II MEF operations consistent with OPSEC and force protection to the maximum extent. II MEF PA will utilize every appropriate communication medium available to further the II MEF mission and objectives IOT achieve the commander's intent. II MEF PA supports internal and external media, ensures PA operations are integrated into planning, provides PA expertise to OPTs and working groups, and coordinates with information-related capabilities. Other II MEF PA functions and responsibilities include:

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a.  At the earliest opportunity, plan PA operations in conjunction with Higher Headquarters (HHQ) PA and other agencies, as appropriate, and plan for PA engagement in support of the commander's end state.  Provide objective PA counsel during policy development, planning, execution, and day-to-day issues.

b.  Conduct research and analyze findings IOT develop a thorough understanding of the information environment, key publics, and communication opportunities.

c.  Use research findings and analysis to develop a communication plan to address issues that pose risk to the MEF/Marine Corps' reputation or mission accomplishment.

d.  Integrate PA considerations into current and future operations planning, and conduct communication-specific planning in support of specific mission objectives and the operational end state.  Include means of measuring objectives.

e.  Develop PA products in support of II MEF operations that are tailored for key audiences, and consistent with security and privacy policies and guidelines, in order to achieve commander's intent.

f.  Develop training and mentoring plans and programs through formal and informal partnerships to build PA capacity with allied and host nation governments.

g.  Submit after-action reports detailing lessons learned and problem areas with proposed solutions through all phases of operations.

12005.  PUBLIC AFFAIRS POLICY AND PROCEDURES.  The PA approach for II MEF operations will be active, unless otherwise directed, with maximum media support within the confines of the operation and OPSEC.  DoD policy requires pursuing a dynamic program to inform all key audiences.  PA activities are an integral part of military operations and will be conducted per the DoD Media Guidelines.  Support of the National Media Pool (if activated), combat media pools or embedded media will be in accordance with References (al) and (am). PA assets will ensure that OPSEC and force protection are priority while assisting the media in obtaining accurate information to the maximum extent possible.

1.  Personnel Requirements

a.  The deployment of personnel and equipment will be phased according to the execution of the OPLAN/OPORD to meet specific Public Affairs (PA) missions and tasks as they develop.

(1) Phase I.  Once the order to deploy II MEF has been given, the 2d MEB PA team will act as the Phase I PA element for II MEF.

(2) Phase II.  The remainder of II MEF PA personnel will deploy with the II MEF Main Body - first echelon.

(3) Phase III.  MSC/E PA personnel will deploy in the first echelon of their unit's main body.

(4) Phase IV.  Additional augmentation may be required as the situation and theater development matures.

b.  Assumptions

(1) II MEF PA in garrison will be augmented as required.

(2) II MEF PA will be established in the vicinity of the II MEF Headquarters.

2. <u>PUBLIC AFFAIRS REPORTS</u>. Subordinate unit PAOs will submit a daily PA SITREP to II MEF PA upon arrival in theater. II MEF PA will prepare a compiled SITREP of all II MEF PA activities from all subordinate PA elements. This SITREP will then be forwarded, as required, to the next higher HHQ and adjacent forces.

3. <u>Communication Synchronization</u>. It is critical the PAO participate in MEF OPT-led Marine Corps Planning Process to affect a successful communication effort.

4. <u>Communication Strategy</u>. The communication strategy is an articulation of the commander's broad, overarching thematic guidance for information-related capabilities through the execution of phased operations. The MEF Communication Strategy is developed by II MEF PA in coordination with the commander and staff through the COMSYNCH Working Group, see 12007.4.

5. <u>Crisis Communication Plan (CCP)</u>. This PA "battle drill" provides the framework to develop a rapid-response plan to guide focusing on accurate rapid response; open communication channels to crises that presents a risk to the MEF/Marine Corps reputation or mission accomplishment.

6. <u>Information Operations (IO)</u>. Past practices of segregating PA activities from IO planning have proven ineffective at best, and at worst have undermined the very trust such "firewalls" had sought to preserve. PA operations and activities will synchronize with other IO core and related capabilities to ensure unity of effort with a focus on planning and message consistency. II MEF PA will dedicate a planner for this purpose (Deputy Director) to integrate and de-conflict PA actions. This individual will serve only as a planner in this role and will not serve as a spokesperson. Additionally, II MEF PA will:

    a. Provide a representative to participate as a member of the II MEF IOWG to facilitate integrated targeting efforts in pursuit of the commander's end state.

    b. Support integrated targeting efforts in coordination with IO planners and other information-related capabilities.

    c. Support IO by developing information products to protect Marines and Sailors against the effects of disinformation or misinformation.

    d. Ensure PA operations are conducted in both the Global Information Environment (GIE) and Military Information Environment (MIE).

    e. Direct PA efforts in IO toward U.S. and coalition (if any) forces and U.S., HN, and international media.

7. <u>Civil Affairs</u>. Refer to Chapter 10. PA will support Civil Affairs by providing timely and accurate information to local populations directly impacted or otherwise affected by Civil-Military Operations (CMO). PA will coordinate with CA to verify facts and the validity of information. It is important to note that, given their routine contact with the local populace, CMO planners and Civil Affairs personnel can be useful sources of information in PA research and assessment efforts. Public messages, statements or information campaigns must be de-conflicted prior to release. While both PA and CA disseminate public information, PA has the responsibility to interact

with U.S., HN, and international civilian media. For key leader engagements with HN, CA/CMO planners should include PA for proper coverage and reporting.

8. <u>Key Leader Engagements.</u> II MEF PA can provide interview preparation, talking points, and media escort in support of engagements.

9. <u>Community Relations</u>. During operations, relationships with local populations in the II MEF AO will be the responsibility of Chaplains, civil affairs personnel, and other similar agencies. PA will support the commander's community relations and CMO as required.

10. <u>U.S. Government and non-government agencies</u>

    a. Office of the Assistant Secretary of Defense for Public Affairs (<u>OASD PA</u>) will provide overall Public Affairs Guidance (PAG). OASD PA will also facilitate required coordination between Department of State (DoS) and DoD at the national level. Normally, initial release authority rests with the DoD and the National Command Authority (NCA).

    b. <u>DoS</u>. The DoS through the appropriate American Embassy PA Office, will provide assistance in identifying host nation (HN) approval to move media, upload their products, and establish American Forces Radio and Television Service (AFRTS) for internal audiences as the mission requires.

    c. <u>Non-Governmental Organizations (NGO)</u>. II MEF PA will assist NGOs with media coverage, as necessary, if support is deemed mission enhancing.

11. <u>The supported combatant commander PA will:</u>

    a. Direct theater PA activities in the area of responsibility (AOR), to include coordination with DOS PA and OASD/PA.

    b. Exercise release authority of public information concerning military operations.

    c. <u>Accredit media</u>. The supported COCOM and HN are primarily responsible for accrediting NMRs in the AO through a Combined Information Bureau or Joint Information Bureau (JIB). Sub-JIBs may be required to assist accrediting NMRs.

    d. Establish facilities for reception of News Media Representatives (NMR).

    e. Ensure internal/command information programs provide friendly forces with timely, relevant, and factual information.

    f. Maintain liaison with HN PA establishments.

12. <u>Assumptions</u>. The commencement of II MEF operations will attract HN, U.S. and international media attention. HN desires and concerns must be considered during PA program development and execution.

13. <u>Casualties</u>

    a. OASD PA will retain initial release authority for information regarding II MEF service members Killed-in-Action (KIA).

    b. DoD will not release names of II MEF KIAs until 24 hours after the primary next of kin (PNOK) notification has been confirmed via official channels.

    c. Once DOD has publically identified the II MEF KIA, the service member's parent unit in CONUS may release information containing basic military record information. At this point, II MEF PAO has the authority to release appropriate information regarding circumstances or events that

resulted in the death, provided this has been delegated by HHQ via relevant guidance.

d.   II MEF may release names of those Wounded-in-Action (WIA) in Response-to-Query (RTQ) 24 hours after PNOK notification has been confirmed via official channels, provided this has been delegated by HHQ via relevant guidance.  However, II MEF PA will ultimately defer to those WIA for releasing their names IOT protect the service member's privacy.  WIAs also have a right to not notify PNOK.

14.   Operating Procedures

a.   Release Authority and Release of Information.  Queries received prior to official announcement of II MEF operations will be referred to the supported combatant commander PA section or OASD PA, as appropriate, without comment.  Release authority will be delegated to the supported combatant commander, after the commencement of military operations, unless otherwise directed.  Subordinate commands can request release authority from the supported Marine component command.

(1) The CCDR, in coordination with Joint Staff and Office of the Secretary of Defense (OSD), retains release authority for all PA activity throughout the AOR.  This authority may be delegated as necessary via a Component Commander, Joint Force Commander, Combined Task Force Commander, or other as directed, depending on established command relationships and the nature of the information to be released.  Release authority will always follow command relationship, and will be specified in Annex F of relevant Planning Orders (PLANORD) and OPORD, or, in some cases, via separate correspondence such as issue-specific PAG issued by OSD or the CCDR via message traffic.

(2) When granted release authority, II MEF PA should seek to ensure that all unclassified imagery is reviewed and released at the lowest level possible in pursuit of speed and saturation.  This requires that the PAO consult with the commander and staff IOT identify potential risks, ensure the protection of Critical Information, and properly balance the advantages of speed and transparency with an acceptable level of risk.

(3) II MEF PA will coordinate release with adjacent DoD PA wherever possible, even when not required by relevant orders and HHQ guidance.

(4) The DoS, normally through the local Chief of Mission, will provide assistance in acquiring HN approval to conduct various communication activities within a given nation(s).  II MEF PA should coordinate with the U.S.  Embassy or Consulate PAO or Public Diplomacy Officer.

(5) NGOs, Private Volunteer Organizations (PVO) and other government agencies providing humanitarian assistance and disaster response may or may not have PA representatives in the MEF's Area of Operations.  II MEF PAO may coordinate with NGOs and PVOs as appropriate, consistent with the commander's intent and relevant guidance from HHQ.

(6) Implementation of any PA plan presents a variety of challenges in maintaining a balance between security and information available to the public.  This balance should include providing maximum assistance to NMRs to support their coverage of II MEF operations.

b.   Operational Security.  The basic principle governing the release of information is that all information is consistent with operational security and does not compromise the safety of U.S. or other friendly forces.

(1) PAOs submitting or staffing products for release to the news media will ensure the information is appropriately staffed, fully coordinated and properly classified until approved for release.

(2) All statements to the media will be on the record. Diplomatic and political considerations of all statements should be weighed carefully at all echelons of command.

(3) Typically, media will be granted access to areas within the COC at the discretion of the unit commander. Often, it is advantageous to allow the media to witness on-going operations first hand to assist in accurate reporting consistent with OPSEC and media ground rules. Media should not be allowed to access classified areas or access to classified material. Under no circumstances should media ever enter a Secure Compartmentalized Information Facility.

c. News Media Operations. The II MEF PAO will make every reasonable effort to provide support to accredited NMRs. NMRs will not be given access to information that could jeopardize operations or endanger the lives of participating personnel. Access to operations, intelligence and other classified areas will be controlled. Security of classified material is the responsibility of the information source.

(1) Media Embeds. The authority to approve media embeds is maintained by the Chief of Naval Information (CHINFO) and may be transferred to local commanders by authorized CHINFO officials. Upon approval by the appropriate authority, and at the direction of the II MEF commander, designated II MEF units will provide logistical and communications support to the media on a not-to-interfere basis in accordance with References (al) and (am).

(2) Access to operations, intelligence and other classified areas will be controlled in accordance with established and agreed upon ground rules, derived from HHQ guidance and contained in paragraphs 12008, 12009 and 12010. "Security at the source" is DoD policy. Notify PA immediately of any security breach involving NMRs or of any breach of ground rules by an NMR.

(3) When embedding with II MEF, NMRs will be required to sign a Standard Release of Liability Agreement and a News Media Registration and Accreditation Statement in paragraph 12010 and Annex H. These documents will remain on file with the MEF PA Office.

(4) Personal and physical security is the responsibility of the NMR. As such, commanders will not bar news media from combat operations for safety considerations unless the representative's physical condition presents an undue hazard to military operations.

(5) Access. NMRs are responsible for gaining access into the country. They shall agree to abide by military security ground rules and be permitted reasonable access on a not-to-interfere basis to military personnel, units, and areas of on-going operations. NMRs will be granted access to AOs and will be treated as members of the units to which they are assigned, allowing them to move with units devoid of recklessly being exposed to unsafe conditions. Reasonable access to key command and staff personnel will be provided. All information provided by these personnel will be unclassified. No information will be provided off-the-record.

(6) Media Pools. While it is not the desired PA approach, the II MEF commander may elect to pool NMRs to cover certain aspects of an operation. Pools should be disbanded at the earliest opportunity.

(7) Liaison. II MEF PA will direct MSC/PA to designate Marines to support media and coordinate pool requirements. These personnel must be familiar with the ongoing operation(s) and participating command(s). Additionally, media support personnel should have reasonable access to the on-scene commander. Trained Public Affairs personnel will not normally be available to support individual NMRs assigned to units; the unit affected will assign personnel (media buddies) who will be guided by this chapter in the conduct of their duties.

(8) Itineraries. Itinerary planning conducted by the JIB will enable NMRs to disperse throughout the AO IOT provide balanced coverage of operations and file stories. II MEF PA will assist the JIB by serving as a local liaison for the coordination of media itineraries and provide communication support on a reimbursable basis to the media.

(9) Accreditation. Procedures to accredit media will be in accordance with the policies listed in paragraph 11009 and 11010.

d. Public Affairs Guidance (PAG). Is a PA product to support the public discussion of defense issues and operations, and addresses the method(s), timing, location, and other details governing the release of information to the public. PAG is approved by OSD PA. Ensure OSD and Office of U.S. Marine Corps Communication (OUSMCC) PAG is disseminated to and understood by all II MEF commanders, staff sections, and MSC/Es PAOs, as appropriate if available.

e. Briefings and News Summaries. Upon delegation of release authority, commanders may issue communiqués and news summaries within the bounds of policy and guidance set by HHQ PA.

f. HHQ Coordination. II MEF PA will coordinate all release of public information through HHQ PA, until authority is delegated.

g. MSCs Coordination. The II MEF PAO is the official review/release authority for all media products and news releases concerning II MEF operations and activities. Subordinate PA agencies will closely coordinate all PA efforts with II MEF PA.

(1) Ensure subordinate commanders down to the battalion level meet frequently with and brief II MEF and MSC sponsored NMRs.

(2) Commanders and PA personnel will encourage unit personnel to communicate with NMRs within existing PAG and within subject matter expertise, when appropriate.

(3) Provide PA and other personnel augmentation to support II MEF PA as required during operations and/or PA events.

(4) Conduct command information programs to support/supplement II MEF PA objectives and to ensure all personnel understand their role and mission.

(5) Arrange to receive and support II MEF accredited NMRs.

(6) Provide communications support and ground or air courier service using existing military transportation networks to expeditiously deliver media products, when electronic delivery and satellite links are unavailable to NMRs.

(7) Maintain verbatim records of releases, news conferences, and response to media queries, and significant information that will be made available to the II MEF PA by the most expeditious means.

(8) Record all media briefings with appropriate digital video or audio equipment, as necessary.

(9) Report to the II MEF PAO the substance of any significant news briefings or interviews.

(10) Notify PA immediately of any accidents or serious incidents.

h.  Military Information Support Operations (MISO) coordination.  MISO products are directed toward local foreign populations and adversary forces. PA and MISO may use the same information delivery methods to communicate essentially the same messages to different audiences.  The mission of PA is to *inform* the American and international key audiences.  The mission of MISO is to *influence* adversaries and local populations.  It remains essential to preserve the separation between PA and MISO IOT maintain PA credibility and trust.  PA retains the responsibility of interacting with civilian media. MISO issues that may negatively impact PA operations should be brought to the attention of the II MEF PAO, according to reference (an).

i.  Combat Camera (COMCAM) coordination.  COMCAM is a II MEF G-3 asset whose mission is to support commanders and decision makers.  However, PA has the responsibility to provide the media timely, high quality imagery when media access to military operations is limited.  To meet these requirements via tasking from G-3, combat camera will provide unclassified still and video products to PA throughout the operation for use and public release.

j.  MEF Headquarters Group (MHG) coordination.  Ground transportation must support NMR coverage of II MEF operations as requested by the on-scene PAO and as required.  Ensure II MEF-sponsored NMRs are issued protective gear and field equipment and receive appropriate billeting and mess access as necessary.  Supporting embedded news media representatives requires dedicated logistical support, such as priority airlift.  Further guidance and coordination can be found in paragraphs 12008 and 12010.

k.  Information Management Officer (IMO) and G-6 Communications coordination.  Adequate, dedicated communications support is critical to PA mission success.  It is essential to identify these requirements to G-6 and IMO prior to arrival in theater.

(1) Determine bandwidth and access requirements to transmit video, imagery, and multimedia products while deployed.  This often means identifying windows of dedicated bandwidth during low-demand periods.

(2) Determine feasibility of support for open commercial internet and telephone "white" lines in order to communicate effectively with media agencies and conduct assessments on HN, international and U.S. news agencies' websites, normally blocked by government firewalls.

(3) Supporting embedded news media representatives requires dedicated communications support, such as routine access to the internet.  Ensure II MEF-sponsored NMRs have access to a NIPR system for the purpose of sending digital still images and edited digital video to their external media agency.

(4) Ensure SIPR, NIPR and satellite/global cellular phone access for the purpose of sending text, digital still images and edited digital video to HHQ and external media agencies as required by the mission.

l.  II MEF G-3 Air Officer coordination.  Ensure proper protocol and HHQ approval to transport NMRs on military aircraft and coordinate air transportation of NMRs as necessary.

m.  Visitors' Bureau coordination.  The Visitors' Bureau is a function of the G3 Strategic Engagements office with Protocol providing support. Visitors' Bureau activities will be handled through the appropriate protocol channels directed by CG, II MEF, separately from PA activities.  When NMR are

present during actives, II MEF PA will provide appropriate media escort support to the Visitors' Bureau.

12006.  PUBLIC AFFAIRS BATTLE RHYTHM

1.  The PAO should ensure key PA staff members fully participate in the II MEF's battle rhythm.  The below list is not exhaustive, but provides a starting point for the PAO's for planning purposes.  Each of the following requires PA participation.  Failure to provide representation will place mission accomplishment at risk.

2.  Chief of Staff Huddle.  The PAO or a designated PA representative will participate in this daily meeting, briefing by exception.

3.  Commander's Update.  The PAO or a designated PA representative will participate in this daily meeting, briefing by exception.

4.  Communication Synchronization Working Group.  The PAO facilitates this working group, chaired by the CoS.  The purpose of the working group is to establish unity of U.S. themes and messages, emphasize success, accurately confirm or refute external reporting on U.S. Operations and reinforce the legitimacy of U.S. goals.  This working group designed to determine the commander's broad, overarching thematic guidance for information-related capabilities through the execution of phased operations.  The II MEF communication strategy is a fluid PA product developed by II MEF PA in coordination with the commander and staff.

5.  Operations and Intelligence Brief.  The PAO has a responsibility to brief during this update.  Major topics should include an assessment of the communication environment, prevailing press coverage, status of news media embeds, and developing affects consequent to the communication strategy.  The COPS staff will provide the briefing template, and establish the means for providing input.

6.  Future Operations and Current Operations Plans Cells.  The PAO or a designated PA representative will participate in this planning cell.  This board will integrate PA considerations into current and future operations planning, and conduct communication-specific planning in support of the operational end state.

7.  Effects Coordination Board.  The PAO will attend this meeting.  The ECB will capture PA effects requirements and aid the PA staff in identifying missions available to support those requirements.

8.  MEF Targeting and Effects Board.  The PAO or a designated PA representative will participate in this board.  This board will capture PA key public and specific PA targeting requirements and aid the PA staff in identifying missions available to support those requirements.

9.  Aviation Coordination Board (ACB).  The PA Operations Officer will participate in this board as needed

10.  Information Operations Working Group.  The Deputy Director will participate in this G-3 working group.

11.  Assessments Working Group.  The Deputy Director or a designated PA representative will participate in this board.  The AWG will capture PA requirements and aid the PA staff in identifying missions available to support those requirements.  This working group is a useful source of information in PA research and assessment efforts.

## 12007. STANDING PUBLIC AFFAIRS GUIDANCE

1.  As our best spokespersons, II MEF Marines and Sailors are encouraged to talk to NMRs, but each has the individual right not to do so.

2.  II MEF Marines and Sailors must exercise care to protect classified information and preserve operational security.  Specific public affairs guidance will be provided to delineate what is releasable and non-releasable.  For example, exact numbers and locations of troops and equipment and rules of engagement are normally not releasable.

3.  If classified or sensitive information is inadvertently released through words or photography, military personnel are NOT authorized to confiscate film, audio/video tapes or NMR's notes.  Report the incident by the quickest means possible to the unit commander, the security or public affairs officer.

4.  Never lie to a NMR.  If necessary, simply decline to answer the question.

5.  NMRs should be treated with courtesy and respect.

6.  Service members should be reminded that, typically, NMRs are trying to do their jobs and report the news.  They want to be accurate and get the story right.  Within security constraints, we should help them get it right.

7.  Service members should talk about matters within their area of responsibility, expertise and personal experience = "Stay in your lane."

8.  Avoid speculation (hypothetical or "what if" questions).

9.  When stating a personal opinion, clearly state it as such.

10.  All discussions with NMRs will be on-the-record.  There is no such thing as, "off the record."

11.  It is perfectly okay to acknowledge you don't know the answer to a question.  If time permits, try to find the information requested.  If not, forward the question to public affairs.

12.  If you are unsure whether requested information is releasable, say so. If time permits, try to find out.  If not, forward the question to public affairs.

13.  Respect host nation sensitivities.

14.  Participants may have their pictures taken.

15.  When speaking to NMRs while in uniform, you represent not only yourself, but your fellow service members, your unit, your service, and the United States.

16.  Do not give out specific locations of friendly forces.  Giving general locations or the name of non-sensitive facilities is acceptable.

17.  Do not discuss future operations.

18.  Do not primarily focus on your branch of service.  Stress the teamwork involved in combining the unique capabilities of each branch of service, if applicable.

19.  When asked a question, take your time before answering.  Make sure you understand what the NMR is asking (if not, ask for clarification).  Formulate the answer in your head and then respond.

20.  The bottom line is simply to use common sense.  If you don't want to read it online or in the newspaper, hear it on TV or radio, don't say it.

12008. ACCREDITATION AND MEDIA GUIDELINES

1. All media operating within the II MEF AO are required to possess press credentials issued by II MEF PA.

    a. Accreditation is the process for verifying the legitimacy of News NMRs, providing them with official credentials.

    b. II MEF and most host nations require NMRs to be accredited in order to cover and report on military operations.

    c. II MEF has authority to deny unaccredited NMRs access to units and personnel in the II MEF AO.

    d. Accreditation is an agreement between the granting command(s) and the news media representative. The NMR agrees to abide by ground rules established by the command in exchange for command-provided support and access to Marines and Sailors, information, and other privileges.

    e. Violation of ground rules by a news media representative may mean revocation of NMR credentials.

    f. Accreditation includes military trade publication representatives, such as those who work for Leatherneck, Stars and Stripes, or Military Times (Army-, Navy-, Air Force- or Marine Corps Times). Active duty U.S. military journalists and photographers will not be accredited; however, they must coordinate coverage with II MEF PA for coverage within the MEF's AO.

    g. Registration is part of the accreditation process which records the NMRs' names, media affiliations, telephone numbers, next-of-kin information and other pertinent data such as military reporting experience or other information helpful to PAOs when generating briefings and media releases.

    h. Media ground rules are established for the protection of friendly forces from security classification, OPSEC, or safety violations. This system is intended to prevent the release of information to the enemy that could harm Marines and Sailors and their operations. Media ground rules are not intended to stifle the public release of uncomplimentary, negative, or embarrassing information.

2. Procedures

    a. The first step of accreditation is to check the NMR'S passport, visa, and organizational affiliation. Free-lance NMRs must possess valid documentation authorizing their assignment from an established news organization.

    b. If fraudulent credentials are discovered during the accreditation process, security personnel will be notified and accreditation will be denied.

    c. NMRs must sign three agreements before being accredited.

        (1) The first agreement states the NMR has read and understands the ground rules and will abide by them.

        (2) The second is a waiver of liability (from the SJA), that the NMR and his/her survivors will hold the U.S. Government harmless in the event(s) he/she is injured or killed as a result of covering military operations. See Annex H for a template of this waiver.

        (3) The third is a promissory note to reimburse the U.S. Government for food and other services provided in accordance with command policies. See Annex H for a template of this document.

d. NMRs will be photographed and issued an accreditation identification document, which is to be kept in their possession as long as they are in the area of operations. The ID must contain a statement that it is the property of the U.S. Government and must be returned to the issuer upon departure of the NMR from the AOR. This ID will be surrendered to PA personnel when directed.

e. II MEF PA will record each NMR's necessary information. The NMR will be given a copy of each of the three agreements to keep for reference.

f. Once accredited, NMRs' credentials should be revalidated every 90 days. Credentials will be withdrawn when a NMR's status changes or for cause (violation of ground rules or departure from AO). II MEF PA will maintain a current roster of credentialed media and will forward this list to higher headquarters and subordinate units as appropriate. (See paragraph 12011 for example).

g. Non-accredited NMRs in the AO will be offered the opportunity to be accredited by the nearest servicing PA office. Accreditation is dependent upon the NMR's willingness to abide by the established ground rules and the documentation listed in this paragraph. If the NMR agrees and at the discretion of the commander(s), they will be permitted to remain forward and integrated into combat coverage. Subordinate unit PAOs will be supplied with necessary media badges, digital cameras, and required forms for accreditation in forward areas. The servicing PA section will be consulted to resolve accreditation issues beyond the capability of forward PAOs and will be informed of the addition of any new media members.

(1) Unilaterals. If NMRs decline to cooperate with the accreditation process but want to remain in the area as unilateral NMRs, they will not be allowed to embed with units, and they will not be afforded transportation, billeting, protective equipment or sustenance.

(2) On scene commanders can determine supportability of limited news coverage of their units by unilateral reporters on a case-by-case basis.

12009. NEWS MEDIA PROCEDURES

1. Ground Rules Agreement. Ground rules have been developed to protect members of the Armed Forces from the release of information that could potentially threaten their security or safety during combat operations. STATEMENT OF UNDERSTANDING. Media will sign a statement of understanding to be kept on file with II MEF PA, which states:

"I, the undersigned, am a journalist in the employ of news organization named below, have read the aforementioned media ground rules and agree, with my signature, to abide by them. I also understand that violation of these ground rules is cause for the revocation of my media accreditation and expulsion from the Area of Operations."

12010. OFFICIAL MEDIA CREDENTIALS

1. All media operating in the II MEF area of operations (AO) are required to possess valid, signed II MEF press credentials (See Figure 12-2). All media operating in the II MEF AO are required to be accredited and NMRs' credentials should be revalidated every 90 days.

D.O.D.
Press

Name:
_____

UNIT:
II MEF PAO

Expiration:
YYYY/MM/DD

No _____

Authorized by:
_____

The bearer of this card is a member of the II MEF media pool, and is authorized to obtain news of military nature for publication and release. All personnel are requested to extend this member all courtesies. This bearer is authorized to possess cameras and recording equipment. For questions, please contact the II MEF Public Affairs Office.

If found please return to II MEF Public Affairs

Front view; rear is blank.

Figure 12-2:  Official II MEF Media Credentials

12011.  SUPPORT TO AMPHIBIOUS OPERATIONS.  PA will not physically integrate with Expeditionary Strike Group (ESG) as an adjacent command.  PA should, however, coordinate release with adjacent Navy PA wherever possible, even when not required by relevant orders and HHQ guidance.

# Chapter 13 - INFORMATION MANAGEMENT (IM)

13000. <u>OVERVIEW</u>. Information Management (IM) is the collection and management of information from one or more sources and the distribution of the information to one or more audiences, in direct support of the Combat Operations Center (COC) and in support of decision making by the Commanding General (CG), II MEF. In short, IM is: "Getting the right information to the right person, at the right time, in the right format, to support decision making." This chapter provides guidance on the processes and procedures for IM life cycle management in support of II MEF Command and Control (C2) functions. It promulgates concepts, assigns responsibilities, and provides planning guidance for all II MEF forces, as well as joint or coalition forces under operational control (OPCON) or tactical control (TACON) to II MEF. From planning, to compositing, to deploying, to redeploying, all IM preparations and execution will be in accordance with doctrinal publications and references, except as noted.

13001. <u>ORGANIZATION</u>
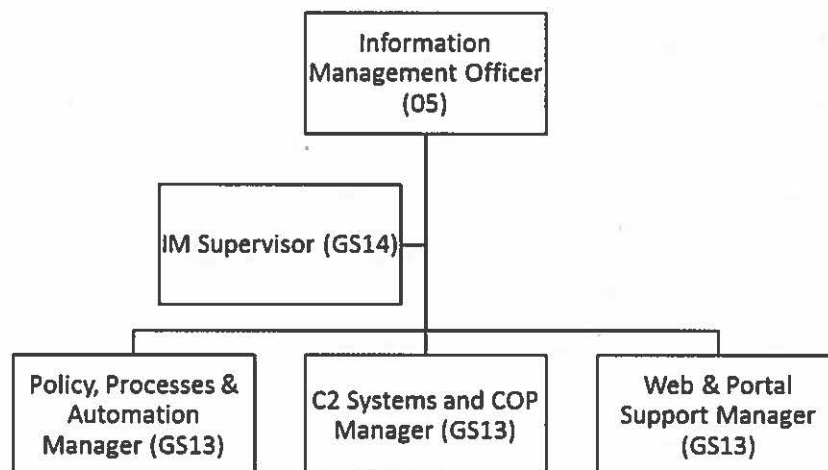


Figure 13-1: Information Management Office Organization

13002. <u>ROLES AND RESPONSIBILITIES</u>

1. II MEF Information Management Office executes the following to support the II MEF's mission:

    a. Provides command information process support.

    b. Establishes C2 Systems and Common Operational Picture (COP) or Common Tactical Picture (CTP).

    c. Establishes the command's collaborative environment in accordance with the II MEF Information Management Plan (IMP).

2. Information Management Officer (IMO)

    a. Establishes command IM policies and procedures.

    b. Establishes the command collaborative environment.

c.   Manages C2 information systems and applications ISO MAGTF operations.

d.   Establishes C2 boards, bureaus, centers, cells, and work groups (B2C2WG) in coordination with MEF Chief of Staff.

e.   Facilitates information exchange with higher, adjacent, and subordinate commands.

f.   Conducts warfighting and staff process analysis.

g.   Supervises IM personnel and contractors in execution of IM activities.

h.   Conducts Funding and Resource management in coordination with G-8.

i.   Coordinates with higher, adjacent, and subordinate IM sections and agencies.

j.   Evaluates information technology (IT) solutions and future concepts.

k.   Provides Quality Control (QC) and Quality of Service (QoS) to supported C2 systems and supported units.

3.   C2 Systems and Common Tactical Picture Manager

a.   Attends operational and command planning sessions to identify and address C2/IM system requirements.

b.   Prepare IM/C2 system technical information for inclusion in command plans and orders as required.

c.   Establishes and maintain a II MEF C2 systems software baseline.

d.   Coordinates and assign CTRs to subordinate commands/units to provide on-site Combat Operations Center (COC) technical support, as requested.

e.   Coordinates patching of organic C2/IM systems, as directed by Marine Corps Network Operations and Security Center (MCNOSC) and/or Joint Task Force-Global Network Operations (JTF-GNO).

f.   Coordinates the maintenance and management of the II MEF Blue Force Tracker/Joint Battle Command-Portable (BFT/JBC-P) Role Name Catalog with subordinate commands/units.

g.   Provides consolidated command input to the USMC BFT/JBC-P Role Name Catalogs as directed.

h.   Coordinates the distribution and installations, as required, of client/server software updates for organic C2/IM systems.

i.   Manages assigned C2/IM system inventories for the entire MAGTF.

j.   Reviews Information Assurance Vulnerability Alerts (IAVA) as required for applicability to organic C2/IM systems.  Prepare and distribute IAVA patches to subordinate commands/units for patching systems MAGTF-wide.

k.   Reports completion of IAVA patching of affected organic   C2/IM systems to higher as required.

l.   Provides over the shoulder training to deploying commands/units and in support of the MAGTF command element for all directed exercises and operations.

m.   Provides QC and QoS to supported systems and supported units.

n.   Receipts for intent to fielding message and coordinate plan for delivery of new C2/IM software and hardware to MEF/Major Subordinate Commands (MSCs).

o.   Supervises assigned CTRs in execution of Integrated Interior Communications and Control (IC2)/CTP activities.

p.   Coordinates and assign CTRs to subordinate commands/units to provide on-site C2/IM systems technical support, as requested.

q.   Supports Camp Lejeune/Cherry Point units in building C2/IM servers according to operational architectures, as required.

4.   Collaborative Services Manager

a.   Attends operational and command planning sessions to identify and address collaborative tools and collaborative workspace requirements, techniques and procedures.

b.   Provides User access to NIPR, SIPR, CWAN SharePoint portals based on clearance, need to know, as required.

c.   Builds, coordinates, and provides Non-secure Internet Protocol (NIPR), Secure Internet Protocol Router (SIPR), Coalition Wide Area Network (CWAN) Microsoft SharePoint servers to deploying commands/units and in support of the MAGTF command element for all exercises and operations.

d.   Checks SharePoint Servers for errors daily.

e.   Checks 1-G-S Network weekly and as required to prep for deployment.

f.   Checks NIPR SharePoint Conductivity, each morning and as required.

g.   Checks Structured Query Language (SQL) Cluster weekly.

h.   Checks SharePoint Backend Servers, weekly and as required.

i.   Checks SharePoint Front End Servers, as required.

j.   Checks SharePoint Index Server weekly and as required.

k.   Checks SharePoint log files, as required.

l.   Checks SharePoint storage space allocation weekly.

m.   Checks SQL backups each morning.

n.  Checks SQL Databases weekly.

o.  Checks Training Network SharePoint Servers weekly and as required.

p.  Checks Windows Log files, as required.

q.  Conducts annual sustainment training of MAGTFs assigned SharePoint Site Managers IAW Reference (ao).

r.  Coordinates and provide technical guidance and oversight for providing Microsoft SharePoint site replication with all deploying MAGTF units and elements.

s.  Coordinates with the MAGTF Information Technology Support Center (MITSC) or MAGTF Communication Control Center (MCCC) on service interruptions, outages, and network anomalies impacting MAGTF SharePoint Servers located within their facilities.

t.  Establishes command collaborative workspace environment.

u.  Prepares Web/Portal technical information on collaborative services for inclusion in command plans and orders as required.

v.  Prepares weekly SharePoint Usage reports, using analysis and metrics to identify benefits and bottlenecks with in the NIPR/SIPR SharePoint farms.

w.  Provides advanced customization expertise to site managers in developing command/unit sites.

x.  Provides over the shoulder training to deployed commands/units and in support of the MAGTF command element for all directed exercises and operations.

y.  Provides QC and QoS to collaborative systems and command/unit site managers.

13003.  **INTERACTION WITH THE II MEF G-6**

1.  The G-6 is integral to the success of the IMO as both operate in close proximity in the Open Systems Interconnection (OSI) model.  Figure 13-2 below depicts the areas of responsibility between the G-6, IMO, as well as, those of a Knowledge Management Officer (KMO), the II MEF Primary/Special Staff Principals, and II MEF Chief of Staff as it pertains to the IM continuum of receiving raw data, creating information, making it knowledge, and injecting it into the Decision Cycle.

2.  Areas where the IMO and G-6 will interface include but not limited to:

a.  Network Planning.  Ensuring the Communication architecture supports the information exchange requirements required of II MEF forces.  This ensures sufficient bandwidth, computers, internet protocol (IP) addresses and other infrastructure exists to connect the MEFs C2 nodes and associated warfighting and staff function systems and applications, necessary to generate quality information to support decision making

b.  Network Security.  Network security includes the following:  access

of users to specific C2 systems, the use of approved software versions on the network, and collaboration in handling spillages involving deployed systems. The II MEF IMO ensures C2 systems and IM processes comply with established directives as enforced by the II MEF G-6.

    c.   Connecting C2/IM Systems.  Tier II C2 systems connecting to theater networks possess approved Authorities to Operate and as such must be provided in copy to confirm ability to connect.  Furthermore, the II MEF IMO will need to coordinate with the G-6 on connecting to combatant command (COCOM) or Joint Task Force networks as well.  This too could require providing the program of record Authorities to Operate when required.

    d.   Continuity of Operations.  The II MEF IMO will adhere to and participate in the command's plan, ensuring appropriate backups, restoration procedures, and offsite replication and hardware redundancy occurs, with the purpose of maintaining II MEF critical information and records required for C2 continuity.  Emergency actions should be rehearsed to both validate and remain proficient in the process and procedures.  This is not to be confused with transferring authority to the MEF Alternate Command Post (CP).

    e.   Information Technology Service Management (ITSM).  ITSM provides a framework to structure IT sustainment activities and the interactions of IM/Communication technical personnel with the warfighting users of IM/Communication systems.  It exists to keep the systems, applications and equipment operational.  The II MEF IMO and G-6 consolidate service desk functions and provide a singular service ticket environment along with synchronized restoration priorities, which remain consistent with the CG's critical information exchange means and established governance policies and directives.  Bottom-line:  G-6 addresses and attends to network issues while the IMO ensures assigned applications and collaborative tools remain available for staff use.  The use of an approved G-6 ticketing solution will be used by the IMO.

## Staff Information/Knowledge Relationships
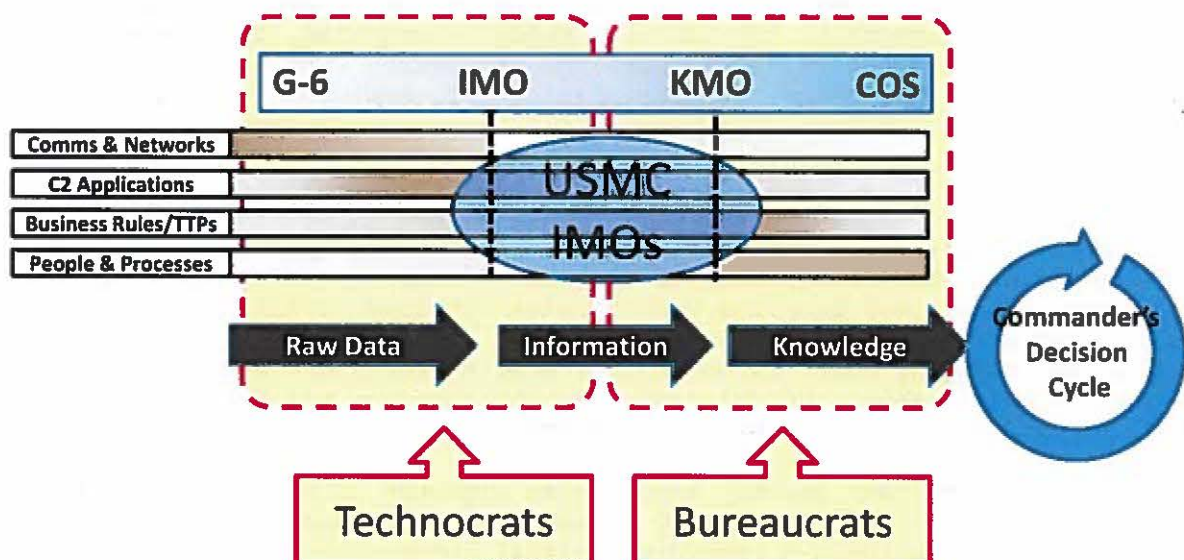


Figure 13-2:  Relationship between G6, IMO, KMO, and Chief of Staff

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**13004.** <u>II MEF INFORMATION LIFE CYCLE MANAGEMENT PROCESS</u>

1.  IM requirements vary as each operation is planned, stood up, deployed, employed, transitioned, and redeployed. This has even more challenges attempting to accomplish the cycle within the phases of operations.

2.  Table 13-1 depicts the overall concept of the life cycle management approach. A life cycle approach to IM allows the IMO to focus on critical IM tasks; it allows the IMO to identify and analyze information exchange requirements throughout the various stages of the life cycle, and ensures that the IMO is able to assemble and support the C2/IM systems required for focused management of information flow.

## Information Life Cycle Management

| Planning | Standup | Deployment | Employment | Transition | Redeploy |
|----------|---------|------------|------------|------------|----------|
| Appoint IMO | Activate IM Board | In Transit Visibility | Execute Annex U | Transfer to new IM Office | Record Mgmt |
| Identify IERs | Refine Annex U - Establish IM Working Group (IMWG) | Run IMWG | Run IMWG | Plan Data Environ. Transfer | In Transit Visibility |
| Establish Web Portal and C2 Systems | Coordinate IM Trng | | | File and Record transfer | Reestablish Data Environ |
| Establish RFI tracking tool | Establish Cmd Journal | Manage CCIRs | Plan for File and Record transfer | Prepare info for AAR | Prepare info and drives for NARA |
| Meet w/ all Site Mgrs | | ← | Coord w/G-6 | | → |
| Oversee COP | | | | | |

Table 13-1:  Information Lifecycle Management

3.  Critical IM Tasks in the Life Cycle. Though the needs and priorities vary from operation to operation, they will be grouped based on phases. This is not a lockstep approach, but rather a guide to organize, develop and gauge the level of detail required to support the operation. The life cycle follows six stages: Planning, Standup, Deployment, Employment, Transition, and Redeployment.

    a.  <u>Planning</u>. This stage addresses the need to assess, identify, organize, assemble, and establish the Command Element's information environment and structure. Steps in this stage include appointing the MSC/Es IMOs, determining the Information Exchange Requirements (IERs), establishing the II MEF's C2 systems baseline and software versions, creating the IM Matrix, appointing the Request For Information (RFI) managers, establishing/managing RFIs, establishing/managing Commander's Critical Information Requirements (CCIRs), establishing/managing the Web portal(s), and coordinating/overseeing the Common Operational Picture (COP).

        (1) The IMO must quickly synchronize with the II MEF G-6 to arrange visits to supported COCOM and JTF HQ if established. Concurrently, the IMO must begin work with the G-3 regarding initial information requirements and meetings.

(2) Determine IERs.  In this process, the IMO meets with the staff Knowledge Management Officers (KMO), MSC/MSE IMOs, and KMOs as required to identify the information they will receive, distribute or store; the level of information classification required; and all possible Program Of Record (POR) application solutions capable of supporting the requirements.  All of this data should be organized by level of command, as well as warfighting and/or staff functions.  This information is documented in a spreadsheet for later use and reference.

| H&A HQ | MAGTF Elements | Adj/Subordinate | Information Exchange Requirements | Network SIPRNET | Potential Application | Advocate | Comment |
|---|---|---|---|---|---|---|---|
| COCOM EAST CFACC CFLCC CE JCCC COM | MHG ACE GCE LCE | ACE GCE LCE | | | | | |
| | | | Email Connectivity - Individual Coordination | SIPRNET | MS Outlook | All | |
| | | | Office suite / collaboration tools | SIPRNET | MS Office | All | |
| | | | Information Sharing - Briefs / Planning Products / FRAGOs / Reports /AAR Collection | SIPRNET | MS SharePoint | All | |
| | | | Information Sharing - Briefs / Planning Products / FRAGOs / Reports /AAR Collection | SIPRNET | | USN | |
| | | | Collaboration - Briefs / B2C2WG / AAR Collaboration | SIPRNET | ACP | All | |
| | | | (Joint) (COP) C2 System Integration - Real/Near Time Unit Position - Identificaton Situational Awareness / Decision Support | SIPRNET | GCCS-J | EXCON / MTWSS | |
| | | | (USN) (COP) C2 System Integration - Real/Near Time Unit Position - Identificaton Situational Awareness / Decision Support | SIPRNET | GCCS-M | Navy | |
| | | | (USMC) (COP) C2 System Integration Real/Near Time Unit Position - Identificaton Situational Awareness / Decision Support | SIPRNET | IOS v1 | USMC | |
| | | | (USMC) C2 Systems Intel Workstation | SIPRNET | IOW V2 | Intel | |
| | | | (USMC) C2 System Integration / Intelligence Integration | SIPRNET | IOS v2 | Intel | |
| | | | (USMC) C2 System Integration / Intelligence Analysis | SIPRNET | IOS v3 | Intel | |
| | | | C2 / COP Management | SIPRNET | JTCW | USMC | |
| | | | (USMC) (COP) Graphics Display / Situational Awareness | SIPRNET | C2PC | USMC | |
| | | | Collaboration - COP Display | SIPRNET | CPOF | | |
| | | | (USA) Army Intel Data Base (Anlaysis Products) | SIPRNET | CIDNE | | |
| | | | Chat (XMPP) | SIPRNET | Transverse Chat | USMC | |

Table 13-2:  Information Exchange Requirements

(3) Typical items considered during IER development include email, Secure Video Teleconference (SVTC), Voice Over Internet Protocol (VoIP) Phone, Plain Old Telephone System (POTS), online collaboration, Web technologies, and USMC, joint, coalition systems and applications which support logistics, fires, intelligence, maneuver, force protection, and C2 warfighting functions.  Table 13-2 provides an example format for IERs.

a.  C2 Systems Baseline.  The information received from analysis of the IER matrix will identify all possible Programs of Record (PORs) that are approved for use on Marine Corps networks.  These PORs process, display, store, and route information required of the IER.  This list must be evaluated further by the IM/KM collective to confirm the applications and devices all elements of II MEF will use during the operation.  The resulting list becomes the II MEF's C2 Systems Baseline.  The term "baseline" is significant because once approved, any additional proposals to include a system or application MUST be evaluated in terms of benefit to the command's IERs by the II MEF's Information Management Working Group (IMWG).  The IMWG helps to prevent information and C2 operator overload.  It also maintains interoperability with assigned coalition and joint forces and ensures any

additions provide value.  Table 13-3 provides an example of the extent of applications that will be evaluated in determining the C2 Systems Baseline.

| Periodic Table of MEF/MEB Information Systems | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Priority | MIL Personnel | CIV Personnel | Logistics | Force Protect | Medical | Intel | Net Mgmt | Fires | Financial | Collaborative | C2 | Force Protect | Maneuver |
| 1 | DCIPS | SLDCADA | GCSS-MC | MOL | AHLTA | DCGS-MC <b> | DCISM | | SABRS | MARO | IOS v1 | GROSS | FBCB2 BFT |
| 2 | AMHS | DCPS | MOS | MROWS | DenCas | DCGS-MC EOS | Win OR/12 Server | | FR Builder | SharePoint | C2PC <c> | BAT-HIIDE | JBV |
| 3 | MOL | DCPS REMEDY | CUCIS | 3270/MCTFS | MRRS | TEG FOS | MS Exchng 2010 | TBMCS <A> | SLDCADA | Adobe Connect | CPOF <c> | JEM | |
| 4 | MCTFS | DCPDS | TCPT | MCMPS | NavFit98B | TPC FOS | WSUS | | CitiDirect | IRCXPro | JRG II | JWARN | |
| 5 | REPORT NET | Adobe Connect | DRRS-MC | RPTS NET STUDIO | NISPS | CIHEP | | | SMARTS | OpenFire | | | |
| 6 | MCMPS | Adobe Pro | TAMIS <e> | AMHS | FltSurps | IAS FOS <b> | Fortinet | PFPS | | Transverse | | | |
| 7 | TFSMS | Jordan Challe | CRANE | WESS | NFAAS | | IPS | | | APAN | | | |
| 8 | MCAT | USA STAFFING | TFSMS | DMM | BUPERS | MEF-IAS | VMware Svr | | | | | | |
| 9 | APES | TWMS | TLCM-OST <c> | MCMEDS | NKO | Intel SVF | ESXi | | | | | | |
| 10 | LAPS | CPMS | IGC | IDMS | DEERS | FW | Vsphere | | | | | | |
| 11 | ORAL/MF PAY | DTS | GART | DSAIDS | NAVMED & PERS | Adobe Pro | NetApps | | | | | | |
| 12 | WEBO | BENEFITS | BCS3 | DASH | | Google Earth | Solar Winds | | | | | | |
| 13 | MROWS | EBIS | RFITV | DEOCS | | SharePoint Share... | Remedy | | | | | | |
| 14 | DEMS | My Access Center | ICODES | MCAIS/DON Tracker | | Analyst Notebook <f> | | | | | | | |
| 15 | MARINE NET | | SMS | UHSP | | Secret GXP | | | | | | | |
| 16 | | | SAS | | | ARCMap | | | | | | | |
| 17 | | | ADMT CWPM | | | ARCCatalog | | | | | | | |
| 18 | | | BS | | | ENVI | | | | | | | |
| 19 | | | MERIT <c> | | | Palantir <f> | | | | | | | |
| 20 | | | Web-ATARS | | | | | | | | | | |

| Staff Section Legend | |
|---|---|
| G-1 | G-2 |
| G-3 | G-4 |
| G-3 Air | G-6 |
| IMO | G-8 |
| | G-10 |
| Navy Medicine | FP |
| Non-Complan | |

Table 13-3:   C2 Table of Applications

  b.  Software versions and version control.  Each of the C2 systems or applications has an approved software version for use on Department of Defense (DOD) networks.  Not all assigned II MEF units may be in possession of the most current approved software versions.  This is a chief reason why system connections can be delayed.  Other software versions may be required or directed in order to ensure internal MEF/coalition/joint force interoperability.  The list of approved versions must be identified and validated by the II MEF G-6 Cyber section.  The IMO will coordinate with the G-6 to ensure all MAGTF C2 systems connecting to the network have the correct and approved software version.  This can occur through a network software deployment, a Group Policy Object (GPO) update, manual loading by a certified administrator, or distribution via an "image disk" that the application/system operator loads himself.  A template is provided in Table 13-4 below.

| Warfighting Function/Application | Software Version |
|---|---|
| **Command and Control** | |
| IOS V1 | 4.1.1.1, 4.1.1.2 |
| CPoF | BC09.0.4 |
| JTCW (C2PC) | 1.0.0.1, 1.0.1.0 |
| | |
| **Maneuver** | |
| JTCW (C2PC) | 1.0.0.1, 1.0.1.0 |
| BFT | 6.5 |
| iGeoSit | 1.7.1 |
| JBV | 6.5.1, 6.5.1 ER3 |
| **Fires** | |
| AFATDS | 6.6 |
| JADOCS | 1.0.4.1 |
| JTCW | 1.0.0.1, 1.0.1.0 |
| C2PC | 7.0.2.2 P3 |
| C2PC (EMT) | 7.0.2.2 P3/6.5, 6.6 |
| C2PC (TBMD) | 7.0.2.2 P3 |
| StrikeLink | |
| PSS-SOF | |
| TBMCS (WARP, ESTAT) | |
| WINDOWS AFATDS | |
| **Reporting** | |
| CIDNE | 2.1.4 |
| WiseWeb/JOCWATCH | |
| **Intelligence** | |
| IOS V2/V3 | 4.2.2.2/4.1.1.2 |
| IOW | 6.1.1.4 |
| MarineLink | v2.3 |
| M3 | |
| NATO Intel Tool Box (NITB) | |
| **Logistics** | |
| IGC (will be released 27 Sept 10) | |
| BCS3 | |
| CLC2S | 2.06R2 |
| TCPT | 1.09 |
| Effective Visible Execution (EVE) | 6.0 |
| **Force Protection** | |
| GBOSS | |
| BAT / HIIDE | |
| JWARN | |
| RAVEN/WASP (UASs) | |
| **Collaboration** | |
| SharePoint (Admin) | MOSS 2007 |
| Adobe Connect | v 7 |
| Openfire/Transverse | 3.6.4/1.6.1.1 - 3.6.7/1.7 |
| mIRC | 6.16 / 6.2.1 |

Table 13-4:  C2 Baseline and Software Version Table

(1) Create the IM Matrix.  After all the C2 exchanges means are identified and approved, the II MEF staff and subordinate units must know the Primary, Alternate, Contingency, Emergency (PACE) communication channels as seen in Table 13-5.  PACE is incorporated into the IM Matrix.  They must also have the required formats, templates, or protocols for inputs and outputs.  This is more than a reports matrix; this encompasses information protocols beyond the Personnel Status (PERSTAT), Intelligence Summary (INTSUM), or Operational Summary (OPSUM) report, and includes such items as those used during the Marine Corps Planning Process (MCPP), Fragmentary Orders (FragOs), various Naval/NATO messages, or any protocol used to assemble key pieces of information being routed to contribute to knowledge. The II MEF staff sections responsible for these inputs/outputs are also responsible for submitting them to the IMO for inclusion in the matrix.

Forward them via their staff section KMO, who will coordinate delivery to the IMO.

(a) Organized along warfighting and staff functions, the IM Matrix is placed in a conspicuous location on the II MEF's command portal by the Web portal section within the IMO.

(b) All II MEF units consult the matrix to access the formats. Units consult the II MEF reports matrix to determine submission times and other details regarding a specific report.

(c) Table 13-5 provides an example of an IM Matrix.



Table 13-5:  Information Management Matrix

(2) Appoint the RFI Managers.  RFI Managers are assigned by the II MEF G-2/G-3.  The IMO will coordinate with RFI managers in posting, retrieving, and emphasizing key RFIs for/to the Commander.  The IMO also provides the RFI tracking solution for the II MEF.  It is placed on the II MEF Web portal and ideally suited to support both operations and intelligence-related RFIs.

(3) Establish and Manage RFIs.  The IMO addresses RFIs regarding information management, C2 systems, process automation, process documentation, web portals, information taxonomy, records management, content management, and collaborative tools.  Further, the IMO assists in making the status of RFIs visible to the entire II MEF staff to include the responses, FragOs, and daily tasking updates.  This is normally via the II MEF's Secure Internet Protocol Router Network (SIPRNET) Web portal.

(4) Establish and Manage CCIRs.  The II MEF G-3 has responsibility to the CG for managing CCIRs throughout the operation's life cycle.  The G-3 Current Operations Officer (COPSO) and Senior Watch Officer (SWO) track and monitor CCIRs.  The IMO provides the networked solutions used

to document, promulgate, and distribute the Command Group and Battle Staff of current CCIRs. MSC/Es of II MEF will ensure similar CCIR documenting and update procedures are established at their level.

(5) Establish and Manage the Web Portal(s). A Command Intranet Web portal is a Web site that brings together information from diverse sources in a unified way. Each information source has its dedicated area on the site for displaying information (a portlet). There is also an integrated SharePoint search feature, other services such as meeting spaces, lists, databases, and links that are used to access external content. Portals provide a way for enterprises to provide a consistent look and feel with access control and procedures for multiple applications and databases, which otherwise would have been different entities altogether.

(a) The II MEF IMO is responsible for establishing the portals for the required networks as directed by HHQ and the II MEF CG and not limited to Non-secure Internet Protocol Router Network (NIPRNET), SIPRNET, Coalition Networks (i.e. CWAN, CENTRIX, NSWAN, BICES, etc.)

(b) In the event of an operation involving significant non-government organizations (NGO), private volunteer organizations (PVO), and host nation information sharing with the II MEF, the IMO should give consideration to creating another portal environment using the All Partners Access Network (APAN).

(1) The APAN is an unclassified, non-dot-mil network providing interoperability and connectivity among partners over a common platform. APAN fosters information exchange and collaboration between the US DOD and any external country, organization, agency or individual that does not have ready access to traditional DOD systems and networks.

(2) The unclassified features of Command Post of the Future (CPOF) can be combined with APAN to establish an unclassified COP that could be introduced to this same set of users, in addition to a ready information exchange environment without the restrictions and permissions required of a Type 1 data environment.

(c) The II MEF IMO must identify the portal hierarchical structure (taxonomy) that determines the lowest level of command required to establish and maintain an active portal presence. This is usually the battalion level, but companies are sometimes required.

(d) To ensure a seamless flow of information within the portal, the II MEF IMO must provide guidance on the use of the following: document libraries, file naming conventions, permissions, use of lists, calendars, meeting spaces, document workspaces, portal user roles, and any required user, manager, or administrator certification training.

(6) Coordinate and Oversee the COP. II MEF will ultimately provide a CTP, but needs to coordinate with the command generating and managing the COP or "Top COP" for the projected AO.

(a) The IMO's C2 systems/COP manager will coordinate access to the COP and work with the blue force CTP manager in the G-3 and red force CTP in the G-2 to deliver the COP, so further staff planning can occur.

(b) Staff planning involves contacting the COP managers of the COCOM/JTF for whom II MEF will be working. Once the point of contact is identified, II MEF CTP managers must make contact and coordinate establishing a COP Sync Tool (CST) connection. This will provide II MEF with the COP and will allow the MEF to inject both blue and red track information to create the CTP. Figure 13-3 depicts the concept of COP to CTP within the MAGTF.
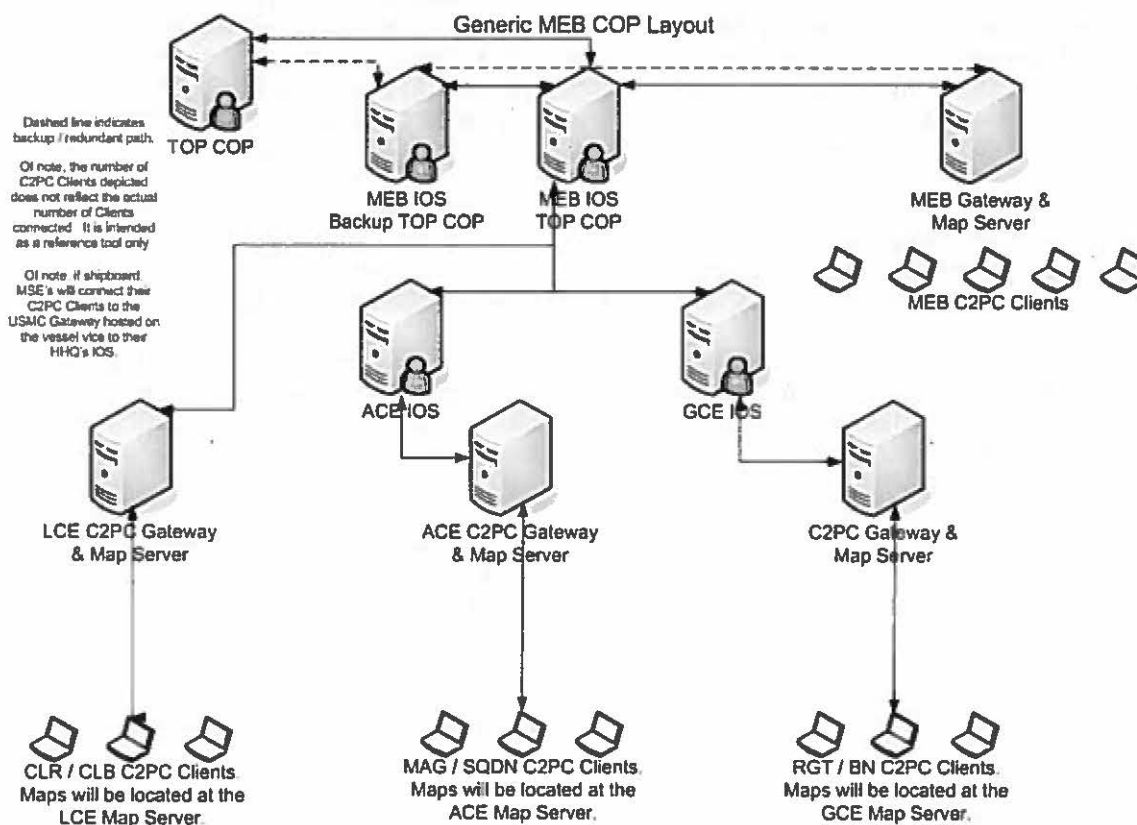


Figure 13-3: Generic COP Layout

b. Standup. This stage addresses the steps to begin using the C2 operating environment that may transition to naval vessels and prepare for use afloat, as II MEF prepares for transition, conducts movement to the Sea Port of Embarkation (SPOE), and embarks. The standup phase bridges the Planning and Embarkation phases of an operation. This includes the following IMO actions. The IMO will revise the standing Annex U, coordinate IM Training, establish/maintain the command journal, build MSE deployed servers/laptops/workstations, coordinate for transferring data from home station servers to deployed servers, plan for use of data replication, acceleration and compression, and connect deployed C2 systems to data drops.

1. Activate the IMWG. The II MEF IMO chairs the IMWG. All designated knowledge managers from each primary and special staff section and including IMOs from the MSCs & MSEs .The representatives attending the IMWG are experts within their sections or commands who conduct technical analyses of IM issues facing their organizations. They propose solutions and provide feedback to their functional areas. Some of these areas include:

(a) IM Training. Identifies and prioritizes the II MEF's critical IM training requirements, frequency to train, and number of personnel to train coordinating with the Regional C2TECOE/MISTC to meet/satisfy the requirement.

(b) Change and Configuration Management. Receives, validates, prioritizes, and resources emerging and directed changes to C2 systems configuration to ensure II MEF/MSE C2 is uninterrupted, remaining interoperable with all MAGTF, Joint, Coalition partners, or as directed by II MEF CG.

(c) Common Tactical Picture. Headed by the CTP Manager, battle staff, develops procedures to maintain situational awareness of friendly and enemy forces, resolving cross-functional CTP issues with other track managers (i.e., friendly air, land, maritime, threat force).

(d) Computer Network Defense (CND) Cell. Led by II MEF's Cyber Officer, providing details pertaining to actions required by C2 operators, supervisors and leadership, regarding an adversary's computer network attack, or exploitation of II MEF networked resources and preventive measures required to mitigate impact of vulnerabilities and the focal point for coordinating CND issues within the command. This cell is embedded within the IMWG and located in the Force Effects Coordination Center (FECC).

(e) Information Assurance (IA). The Cyber Coordinator is responsible for coordinating IA issues within the command.

(f) II MEF Department of Defense Architecture Framework (DODAF). DODAF defines a standard way to organize an enterprise architecture (EA) or systems architecture into complementary and consistent views. II MEF is to establish and maintain its DODAF views as All View (AV), Operational View (OV), Systems View (SV), and Technical Standards View (TV).

(g) Command Collaborative Environment Standards. This area focuses on improving the quality of information being passed through chat rooms, Web portals, etc., as well as any changes to technical settings to equipment sets too. Significant command-wide changes will be disseminated using IM Bulletins for policy and procedural matters and IM Technical Instructions for changes to software or system settings.

(h) Revise the Standing Annex U or IMP. IMO will make modifications and changes to II MEF Annex U out of operational necessities, constraints, restraints, or direction provided by II MEF Chief of Staff or CG. The updates will be made and possibly passed via FRAGO, updates distributed to the MSE IMOs or posted on the portal.

(i) Coordinate IM Training. Prior to departing for POEs and SPOES, the IMO will arrange for of the staff and MSC/Es. This can include anything from New Equipment Training (NET), operator training for systems identified in the C2 baseline, to Watch Officer (WO) and Watch Chief training at the MISTC. Training will be coordinated through II MEF G7.

(j) Establish/Maintain Command Journal. Created to maintain a chronological record of all message traffic and significant events/activities that are processed in the COC. In addition to the physical journal, a digital journal must be maintained on the II MEF web portal.

(k) Load and configure MSC/E deployed C2 system servers, C2 laptops and workstations. This activity is completed using the approved software configurations and or operation gold disks verified and tested by II MEF G-6 Cyber section. Only versions with an ATO approved for use on DOD networks can be installed.

(l) Coordinate transferring data from home station servers to deployed servers. Primarily this involves the Web portals; however, it could involve other C2 systems.

(m) Plan for use of data replication, acceleration, and compression. This is to keep portals and bandwidth-intensive applications operating within the allotted bandwidth provided II MEF, and minimizing screen freezes and "hung-app" errors (program stopped working) experienced by system users.

(n) Integrate deployed C2 system servers into tactical network architecture. This should be coordinated with a command site visit during the early portion of the planning stage. Provide copies of any Authority to Operate (ATO) or Interim Authority to Operate (IATO) to the responsible cyber network defense section within the local command G-6.

(o) Connect workstations. This requirement may require additional manpower, which can be provided by the Communications Company from Communications Battalion assigned to support the MEF.

(p) Conduct C2 systems connectivity testing across II MEF enterprise.

(q) IM Continuing Actions. These include steps 6-9 of the Planning stage above.

c. Deployment. This is the stage where services are deployed. The IMO moves into sustainment, addressing emerging command requirements, but settling into the battle rhythm. Preparations are underway to look at how C2 services will be phased and how command records will be replicated to Headquarters of the Marine Corps (HQMC). In cases where II MEF links up with the Maritime Preposition Force (MPF), the IMO, in coordination with the G-4 KMO, could be involved in providing command visibility of assets heading to the AO and/or assets arriving via a Fly-in-Echelon. In either case, connecting the command to the information source(s) is essential. Below are significant actions the IMO must prepare and execute the following during the deploy phase:

(1) Provide "In Transit" Visibility. Coordinate with II MEF G-4 to access the Logistics C2 system(s) providing this information as required. It may also require coordination with the HHQ staff, as well.

(2) Establish/Maintain IM Service Desk (IMSD). This is the IMO's service management requirement to assist users experiencing outages to supported C2 systems, or portals. It includes providing IM/C2 support to emerging MEF/MSE requirements for process automation, portal modification or complex workflows. The requests are logged and resolved based on priorities laid out in II MEF Annex U.

(3) Establish IM Watch Sections. This allows the IMO to maintain 24-

hour coverage and execute mission-essential tasks. II MEF IMO manning reflects the decision makers and enablers required to support the command element. Reductions to this manning will relate to reduction in mission support.

(4) Establish/Execute IM Internal Battle Rhythm. Tasks associated with the internal daily events with the IMO itself. These events will be scheduled to coincide with II MEF and HHQ battle rhythms to ensure seamless synchronization with overall operations if applicable, and coordinated with G-3 COPS for COC deconfliction. The events to schedule are as follows:

(a) Daily meeting.

(b) Shift change (every 12 hours).

(c) System checks (every 4 hours).

(d) System status reporting (every 12 hours/as required).

(e) Portal backups (every 12 hours).

(f) COP backup (every 24 hours).

(g) Chat log backup (every 24 hours).

(h) Continuous system monitoring.

(i) Continuous help desk manning.

(j) CPOF system maintenance, if employed (weekly).

(k) C2 server maintenance, all servers (weekly).

(l) System log file backups (weekly).

(5) Provide IM Support to Staff Planning. As more information regarding the AO and other planning factors become available, the IMO could assist in creating a Decision Support Matrix (DSM) to track key decisions II MEF commander must make to successfully achieve desired results. Table 13-6 provides an example of a DSM.

| Decision | Task | CCIR | Condition | MOE | Indicators | Pertinent Information | NAI | Collection Plan | TAI |
|---|---|---|---|---|---|---|---|---|---|
| Attack the 3d Reg Artillery Group (RAG) to prevent it from disrupting the heliborne assault on LZ Bluebird | Neutralize the 3d RAG | What is the capability of the 3d RAG to mass fires against our heliborne assault? | The 3d RAG is unable to mass fires at or above Bn level on LZ Bluebird from H-Hour to H+36 | No massed fires from 3d RAG units within 30KM of LZ Bluebird for 48 hours to H-Hour | Volume and accuracy of artillery fire within 30 KM of LZ Bluebird. | Number of artillery rounds within 30KM of LZ Bluebird | 4 | Unit SHELREPS Counter battery radar reports | 3 |
|  |  |  |  | No observed reinforcement of 3d RAG for 72 hours prior to H-hour | Vehicular traffic on 3d RAG lines of communications decreased | Number of vehicles traveling on 3d RAG lines of communications | 7 | BDA from MAW missions unmanned aerial vehicles, artillery forward observers | 5 |

Table 13-6:  Decision Support Matrix

(6) Identify IM/C2 requirements and coordinate to phase them.

(7) Continuing Actions.  These include steps 6-9 of the Planning stage above.

d. Employment.  This is the stage where IMO and II MEF are establishing C2 and C2 services followed by operations.

(1) Prepare phasing of C2 systems/services.  Depending on system specifics and the ATOs of the COC organic systems, this could be transitioning systems just prior to arrival, or removing drives to reinstall in systems.  It may also require establishing systems and using the network to electronically migrate data and fields to the COC C2 systems.

(2) Transition/replicate information to MEF COC.  Same as paragraph (1) above.

(3) Report phasing of C2/IM personnel, services, and systems.  This is conducted IAW the MEF procedures to phase control between COC configurations.

(4) Prepare for records transition/transfer to Continental United States (CONUS)-based repository.  This is conducted IAW the plan for archiving as directed by Records, Reports, and Directives Management Section (ARDB) at HQMC, for the transfer of Armed Conflict Records.  This will outline the types, formats and frequency by which records will be transferred to CONUS and should identify the network topology established for reliable and secure execution.

(5) Continuing Actions.  Steps 6-9 of the planning stage and step 4 of the deployment stage.

e. <u>Transition</u>. When the operation is complete or II MEF is conducting a relief in place, transitioning authority, or returning to home station, a number of actions must occur to prepare the data environment to be transferred and reestablished upon return to Camp Lejeune.

(1) Develop an information retrograde plan.

(2) Identify and prepare IMO transition spaces.

(3) Plan data transfer.

(4) Conduct file and record backups for transfer.

(5) Prepare and brief the data access plan.

(6) Assist with and participate in the After Action Report/Review.

f. <u>Redeployment</u>

(1) Conduct records management IAW with reference (as).

(2) Provide "In Transit" visibility.

(3) Activate the restored data environment.

(4) Prepare records for delivery to Historical Division and National Archives.

(5) Restore C2 systems to pre-operational state, as required.

13005. <u>SUPPORT TO COC INFORMATION MANAGEMENT</u>

1. <u>Staff Responsibilities</u>

a. <u>II MEF Staff Directorates</u>

(1) Coordinate any emerging external C2 systems and applications support requirements with the II MEF IMO.

(2) Confirm electronic copies all of the section's formatted reports, message templates, planning templates, request forms, and any specific information protocol of formatted information, required by the section, is both visible and accessible in the MEF IM Matrix.

(3) Ensure a KMO is assigned (primary or collateral duty) and reports the following to the II MEF IMO:  contact information, unique requirements for IM or C2 system technical support for the section, staff organization, and coordinates IM-related plans, Standing Operating Procedures (SOPs), and orders.  Staff Directorate KMOs should coordinate the following:

(a) Establish Department Knowledge Management (KM) Policies and Procedures, IOT share knowledge generated by the department's staff and satisfy the department head's KM requirements.  This includes providing staff knowledge during Command Battle Rhythm events, and internal CCIR processes/procedures, both in both Garrison and Tactical environments.  These should be nested in the command Information Management Plan (IMP).

(b) Manage Department Collaborative Environment IOT store knowledge generated by the department and satisfy commander's info requirements. (Planning, Decide Execute Assess (PDE&A)) - need to ensure department knowledge complies with the command information management plan and knowledge is organized and readily accessible to members of the department staff and across the command. Identify shortcomings or complex requirements to the command IMO, requesting assistance in resolving.

(c) Act as Department Command and Control (C2) Systems Officer: Supervising and coordinating the planning, installing, operating, maintaining and reporting availability of function's C2 systems IAW architecture, essential to support assigned battlespace function, decision making, situational awareness, common operating picture. Interface with the USMC Functional Area Manager (FAM) for function's systems to both report issues and understand future plans for function's C2 systems portfolio IAW Reference (aq).

(d) Act as Department Data Manager: Conducts samplings to verify accuracy of data contained in assigned C2 systems; reports discrepancies to commands, or in the case of database discrepancies to the FAM, as required. The intent is to ensure authoritative data sources retain highest level of quality information. In cases of numerous systems, data chiefs can be assigned to single systems and report to the KMO, as required.

(e) Maintain Department's Warfighting/Staff Processes: Maintains prioritized, comprehensive list of department's processes. Evaluates processes with eye towards optimizing efficiency, leveraging technology and automation in efforts to streamline completion of department tasks, creating knowledge, distributing quality information generated by the department and best satisfy commander's info requirements/decision making. Works with the command IMO to document ALL department processes, and develop automated/electronic solutions where practical.

(f) Supervise Department's Collaborative Workspace Site Manager: Reports to the KMO ISO task 2 above. A Site Manager (SM) is the "technical" point of contact for the department's collaborative workspace page(s). The SM is formally trained, experienced member of the department, who manages "Access" to include unique or "need-to-know" content; The SM oversees and approves each page layout and design; assists department staff by explaining collaborative workspace application functions, and how to best harness the application's "out of the box" capabilities. Formal training for the SM is required by II MEF SharePoint Governance Policy 3140.2a.

(g) Represent Department and Staff Function at C2/IM Boards, Bureaus, Centers, Cells, and Work Groups (B2C2WGs): This primarily focusses on the command Information Management Working Group (IMWG). KMOs form the preponderance of the IMWG membership and provide unique insight and contribution in resolving the IM/C2 issues within the command. Furthermore, the KMO's presence allows for the introduction of department or functional IM/C2 matters which can compete for resources when approved by the Information Management Board chaired by the Chief of Staff. In all cases, the KMOs back brief IM/C2 B2C2WG activities and actions to key department leadership, fostering effective communication and coordinated staff work.

b. <u>II MEF IMO</u>

(1) Develop and publish guidance on IM, and staff action processes, for the operations and maintenance of the II MEF COP architecture, the II MEF website, the command journal, and other web-based tools in accordance with Reference (ap) and as directed by the CG, II MEF.

(2) Provide directive guidance on C2 systems within II MEF to ensure synchronization and integration for staff and MSEs.

(3) Provide guidance on the best methods to exchange data between systems using multiple networks to include SIPRNET, NIPRNET, and Coalition Networks

(4) Provide technical support personnel, including deployed contractors, to support C2 systems and applications, and information systems.

(5) Establish a collaborative services section to provide II MEF a single collaborative workspace linking the command element with geographically dispersed higher headquarters, II MEF staff sections, major subordinate elements, and units on NIPRNET, SIPRNET, CWAN, CLAN or APAN as the mission requires.

(6) Provide II MEF web-based Collaborative Workspace (CWS) as required, conducting a staff and MSE orientation to the location of critical links, pages, and processes within the portals provided.

(7) Review all subordinate or supporting elements' IM annexes developed in support of the operation plan.

(8) Establish the II MEF CTP and provide special instructions to the Blue CTP and Red CTP operators in G-3 and G-2, as required.

(9) Provide the II MEF with an electronic CCIR solution, along with information on its location and how it is operated.

(10) Provide web based, automated, RFI solutions for operational and intelligence RFIs along with information on their locations and how they work.

(11) Provide a web based, automated, Command Journal solution with information on its location and operation.

(12) Assist in assembling, designing, and displaying the II MEF Battle Rhythm and provide information on its location and operation.

(13) Assist the SWO in displaying key information on screens in the COC, and provide instructions for maintaining the displays.

(14) When directed by the Chief of Staff, work with MSC/E warfighting process owners in creating electronic solutions, known as Application Enhancements (AE), to automate process workflows, streamline recording/reporting, or facilitate rapid delivery/dissemination of knowledge, using the command portal software or approved 3rd party software.

c. <u>General Tasks for II MEF Subordinate Elements</u>. These tasks are

directed to ensure rapid integration and continuing interoperability of II MEF forces.

    (1) Review all subordinate supporting IM annexes developed in support of the operation.

    (2) Install, operate, and maintain C2 systems in accordance with the information presented in the Annex U.

    (3) Provide direct support to unit IMO (as a primary duty for regimental-sized elements, or collateral duty for battalions). The unit IMO will report to the II MEF IMO with contact information, unique requirements for IM or C2 system technical support, unit task organization, and IM plans, SOPs, and orders.

    (4) Act as functional area manager for those C2 and information systems communities of interest.

    (5) Maintain an online, Web-based command journal or coordinate for the use of a supported/supporting unit command journal. A command journal will be displayed on each MSE's primary tactical Web site (or supported/supporting unit Web site).

2. <u>Command & Control in a Degraded & Denied Environment (C2D2E)</u>. Command and control is the means by which a commander recognizes what needs to be done and sees to it that appropriate actions are taken. II MEF Commanders rely on the C2 systems seen in Table 13-3. However, the enemy will try to deny the II MEF Commander and his subordinate commanders the ability to access and transmit their intent via these systems. All commanders must have a PACE plan and be prepared to operate in a C2D2E. A general process flow can be seen in Figure 13-4: C2D2E.

# Command and Control (C2) Denied or Degraded (D2) Environment



Figure 13-4: C2D2E.

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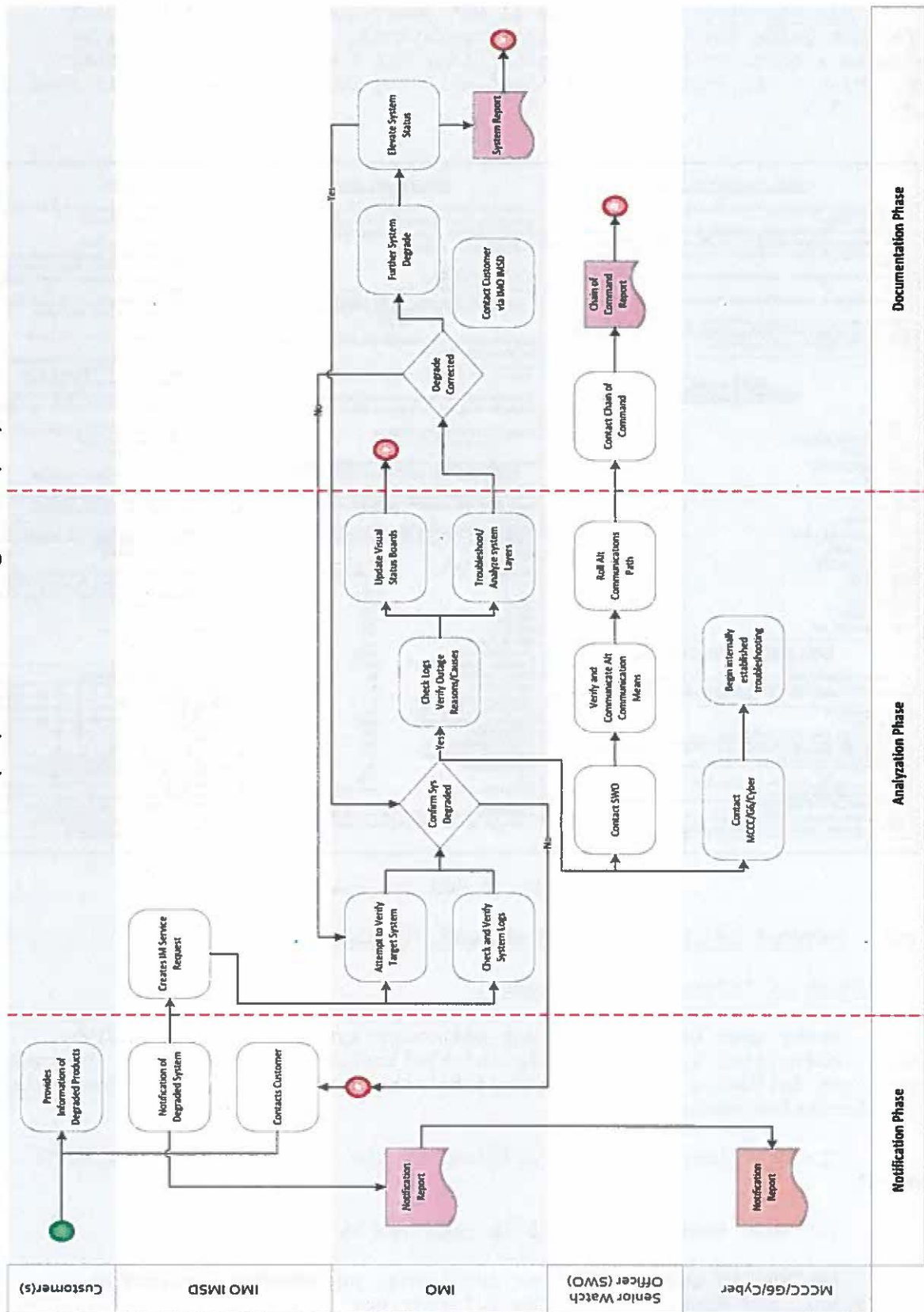
3. II MEF COC Smart Sheet. The II MEF Smart Sheet is a useful quick reference guide for COC watch floor operations. The smart sheet also includes a chatroom baseline listed under the heading "Chat Room Naming Convention." An example Smart Sheet with the Chat Room baseline is seen in Figure 13-5.



Figure 13-5: II MEF COC Smart Sheet

13006. METHODS OF INFORMATION MANAGEMENT/COLLABORATION

1. Methods of Information Management

    a. Every user has the inherent responsibility to acquire, analyze, assess, correlate, and disseminate information to other users. As information users, the following questions should be considered when identifying methods for information management:

        (1) What information is critical to the commander and when is it needed?

        (2) What format and style is required by the commanders?

        (3) Who is responsible for obtaining, processing, analyzing, correlating, and disseminating the information?

        (4) How should this information be protected and from whom?

(5) Does the required information already exist? Who else might need the information?

(6) Who has the need to know?

(7) Who has authority to release information?

(8) What is the best way to effectively get the information to other users?

2. Principles of Information Management

a. Use prioritized requirements to define the information flow.

b. Seek and deliver quality information.

c. Use multiple sources of information.

d. Deliver information on time and in usable formats.

e. Identify and resolve errors.

f. Protect information throughout the information lifecycle.

g. Build understanding from the bottom up.

h. Decentralize information management execution.

i. Reduce complexity.

j. Tailor information for the audience.

k. Create the conditions for knowledge creation.

3. Methods of Collaboration

a. Collaborative Workspace (CWS). A CWS is a web-based portal that provides an easily accessible environment to exchange information. It typically contains document libraries, calendars, lists, and customized web-based tools such as Battle Rhythm, IM Matrix, and Request For Information.

b. Chat. It is mainly designed for group communication in discussion forums, called channels, but also allows one-to-one communication via private message, as well as, chat and data transfer, including file sharing. Currently, the only authorized chat tool is Transverse. Transverse uses Extensible Messaging and Presence Protocol (XMPP). A communications protocol for near real-time, instant messaging, presence information, and contact list maintenance. Chapter 3 discusses information flow over chat within the COC.

c. Video Teleconferencing (VTC). VTC may be accomplished in a conference room setting for larger groups, or smaller individual systems such as Tandberg or camera with software on an individual computer.

d.  Virtual Meeting Spaces

(1) Adobe Connect Professional (ACP).  Web conferencing platform for web meetings, eLearning, and webinars.  It provides virtual meeting solutions end-to-end, on virtually any device, and enables the II MEF to fundamentally improve productivity.

(2) Defense Collaboration Service (DCS).  Provides II MEF users worldwide with a suite of collaboration tools, on both NIPR and SIPR, managed by the Defense Information Systems Agency (DISA).  DCS provides web conferencing, virtual meetings, and chat services that can be access instantly virtually anywhere.  DCS is comprised of three main components: the DCS portal, Adobe Connect for web conferencing, and the DCS XMPP chat client for presence and awareness.

13007.  DETERMINING INFORMATION MANAGEMENT REQUIREMENTS

1.  Identify IERs.  Answers questions: Who does a staff or warfighting function need to communicate with in completing their warfighting process?  What type of information are they exchanging?  At what level of classification?

2.  Determine Information Exchange Means (IEM).  What communication device, hardware, system, or application supports the efficient exchange of the information?  Does it effectively support an IER?  And is it available throughout the force?

3.  Establish a C2 Systems Baseline and Software Versioning.  What communication device, hardware, system, or application supports the efficient exchange of the information and what version is authorized for use on applicable networks?

4.  Gather Information Protocols/Information Formats.  An Information Protocol is a uniform method that enables two action officers or commands to transmit and exchange information in a single format, adding quality to the information, and fostering understanding.  Protocols are identified and provided by the senior staff section or Office of Primary Responsibility (OPR) for a warfighting function.  Protocols streamline processing data to promote speed and minimize confusion.

5.  Construct the IM Matrix.  The IM Matrix integrates IEMs and Information Protocols into to an easily understood table providing the MAGTF "one stop IM shopping".  Placed in a conspicuous site on each portal, the information producer is able to locate a protocol, obtain the protocol format, prepare the protocol for transmission and match it with one of the four methods for transmitting the protocol.  The IM Matrix also lists the OPR and can provide Point of Contact information for the distant end-computing device or networked hardware.

a.  OPRs should read page 10-13 for routing of information protocols for inclusion in the IM Matrix.

b.  The IM Matrix in effect provides the electronic solution set for the "Push and Pull of Information" - What do I know, Who needs to Know?  Have I told them?  The information exchange and process flow can is seen in Figure 13-6.
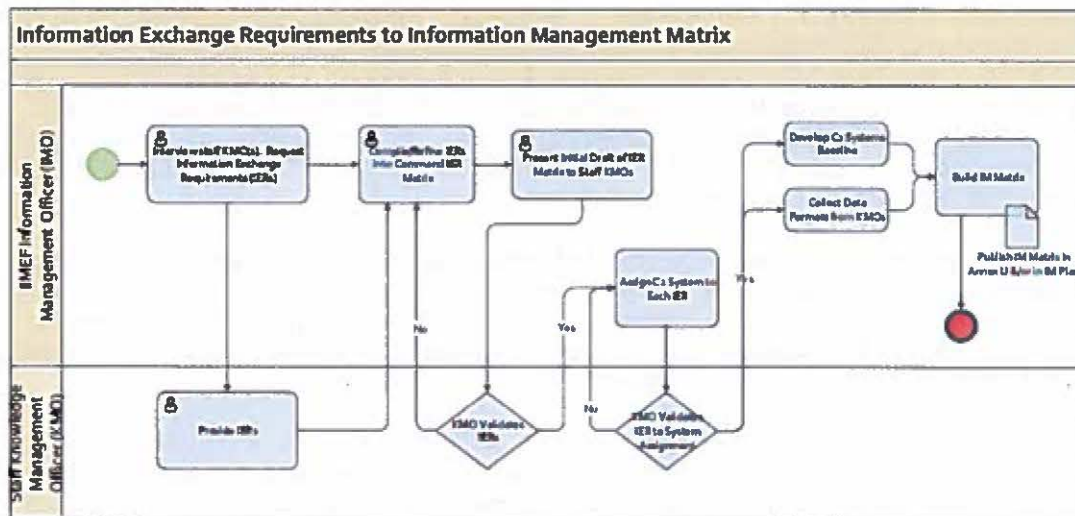
**Figure 13-6: IER to IM Plan Process Flow**

13008. C2 APPLICATIONS AND SUPPORT

1. COP Management. II MEF will maintain appropriate C2 nodes for the COP.

2. Software Versioning. II MEF Tactical Systems Software has been base-lined with HHQ and service chains. Changes to the II MEF baseline are not authorized unless coordinated through the II MEF IMO, and presented to the IMO for final approval. Software includes software fielded with all Programs Of Record (POR) as well as critical Commercial Off-the-Shelf (COTS) software. Software that is currently authorized for Limited User Evaluations (LUE) may not be distributed beyond the users in the LUE without coordination with the II MEF IMO or authorization from HHQ. New applications will be vetted prior to deployment in II MEF networks in order to limit the tasks associated with maintaining additional applications that are not part of a POR.

3. Coalition Information Sharing. In the event a coalition unit is assigned OPCON/TACON to II MEF, the following guidance applies: Enabling C2 of a subordinate unit from a different nation (higher-to-lower) is a bilateral responsibility. Subordinate units should coordinate through an assigned LNO for all efforts to enable C2 information sharing.

4. Responsibilities from a command to an adjacent unit from a different nation are the responsibility of both units. Both commands are responsible for terminating their communications circuits at the other command. Where liaison teams are required, both commands will provide liaison team personnel and appropriate communications systems.

   a. Foreign Disclosure Representatives (FDR) will approve disclosure or release of applicable information.

   b. If established, a CWAN would also be provided for information sharing with coalition units assigned; it would be developed based on systems and applications available and accessible to both.

5. Proper Classification of Information, Information Security, and Operational Security. The baseline classification for classified information

is SECRET//REL (Coalition Partners). Whenever appropriate, using this level of classification provides the widest dissemination to coalition partners. All units must be familiar with changes to the proper classifications of classified material in order to ensure effective information flow among (Coalition Partners) personnel. Specifically, units should understand the distinction between SECRET; SECRET//REL USA, AUS, CAN, GBR; and SECRET//REL USA//FOR VIEW BY (Coalition Partners).

a. Maximum use will be made of information security (INFOSEC) and operational security (OPSEC) policies and procedures to prevent disclosure of vital information to opposing forces. All units must ensure incident response and reporting capability is established to comply with vulnerability alerts published by II MEF G-6 Cyber.

b. Common Systems and Processes. II MEF units will maintain commonality of IM processes and systems to the greatest extent possible, balanced by the information requirements of individual commanders, throughout all phases of operations.

13009. IM SUPPORT TO COLLABORATION

1. Daily Battle Rhythm Management. The purpose of the Battle Rhythm is to provide the II MEF staff a daily schedule of events necessary to support the Commander's Planning, Decision, Execution, and Assessment (PDE&A) cycle. Detailed information on the conduct of the Daily Battle Rhythm and the associated Boards, Bureaus, Centers, Cells and Working Groups (B2C2WG) is provided in the operation order on the CWS portal.

a. General

(1) While the II MEF Battle Rhythm is the responsibility of the Chief of Staff (CoS), the IMO or his delegate provides the ongoing close supervision of the progress of the Daily Battle Rhythm. The most current Battle Rhythm will be posted on the II MEF CWS Portal under the Battle Rhythm link on the II MEF main landing page.

(2) The Battle Rhythm is not to be confused with daily schedules published by the CoS or staff sections. Daily schedules depict specific events and activities such as Very Important Person (VIP) visits and section activities.

(3) The Battle Rhythm should be closely coordinated across the staff and provide a building block for the B2C2WG.

b. Procedures

(1) The Battle Rhythm, once developed and approved by the CoS, is posted to the II MEF CWS portal and maintained by the IMO. Staff section IM representatives will provide monthly updates to the Battle Rhythm that must be submitted on the last Tuesday of each month. (Negative responses are required.)

(2) Staff sections will participate in the various briefings and meetings as indicated in the Daily Battle Rhythm. Each staff section is responsible to ensure their key information products are posted and maintained on the II MEF CWS in accordance with the Daily Battle Rhythm.

(3) The CoS is the approval authority for permanent changes to the Daily Battle Rhythm. Daily modifications (e.g., one-time delay of an event to accommodate an unscheduled event) will be distributed via email.

13010. COLLABORATIVE SERVICES MANAGEMENT TASKS/PROCEDURES

1. Collaborative tools are those applications that permit real-time distribution and sharing of text, applications, audio, or video over Internet Protocol (IP) based or circuit-switched connections. Examples include conventional VTC, IP-based VTC (e.g., Tandberg), Transverse Chat, Defense Collaborative Services (DCS) and CWS. Collaborative tools can be rank ordered by types of services (and required bandwidth). Text-only chat such as Transverse ranks lowest in services and bandwidth while full VTC with application sharing and "white boarding" ranks highest both in level of services and resultant bandwidth requirements.

    a. Concept of Support. Collaborative tools/services are provided to enhance information sharing, facilitate C2, and support mission accomplishment. Services are only provided to the level of support required.

        (1) Planners and staff principals will be provided application sharing and white boarding primarily via DCS. These sessions may be interrupted by higher-priority requirements such as confirmation briefs.

        (2) Text-based chat will be available to all staff members if required. No advance scheduling is required, but access may be restricted to ensure bandwidth is available to support higher-priority requirements.

    b. Supported Collaboration Protocols

        (1) Chat via Openfire, the Transverse chat server, will be available on the SIPRNET.

        (2) DCS is currently fielded and hosted by DISA and will be available to II MEF and its MSC/Es.

    c. Collaborative Tools Management

        (1) No prior scheduling or notification is required for chat services.

        (2) Chat room names will be assigned by the IMO. Unauthorized rooms will be terminated by the Chat Administrator. Additional room names are published below.

        (3) DCS rooms will be configured by the person hosting the meeting.

2. Collaborative Chat Room Naming Scheme and Procedures. Transverse provides virtual rooms. Standard naming schemes ensure that newcomers can quickly find their way and fully participate in collaborative sessions.

    a. Policy. Chat provides the operator a real-time communications gateway. Only tactically significant data will be passed via chat; chat will not be used for personal and casual communications. All units will maintain chat room connectivity unless directed by the II MEF IMO.

b. Procedures

(1) Units and staff sections requesting additional rooms shall request them via their unit/staff directorate IMO.

(2) Requests for additional rooms should be based on an identified need (e.g., saturation in currently available rooms). Since collaborative tools often span multiple levels of command, units do not require separate rooms for each particular staff function on each system. Too many rooms lead to fragmentation of vital information and decreased situational awareness within the staffs of II MEF.

(3) Units will not establish stand-alone servers unless first approved by the II MEF IMO.

c. Room Naming Scheme and Table. In all cases, the room name will start with the owning unit's name (abbreviated). MSEs shall create similar schemes and submit to II MEF IMO for approval for all new proposed rooms.

d. Chat Guard Chart. The guard chart is a tool that aligns chat rooms with the agencies that will be involved in creating and responding to traffic with that room. A sample chat guard chart is seen in Table 13-7.

| II MEF Chat Guard Chart | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Chat Room | Agencies | | | | | | | | |
| | G1 PERS | G2 INTEL | G3 AIR | G3 FIRES | G3 FOPS | G4 LOG | G6 COMM | HSS | MSC |
| CE_AIR | | X | C | X | X | R | | | X |
| CE_AIR_COORD | | X | C | X | X | R | | | X |
| CE_C4I_SPT | R | R | R | R | R | R | R | R | X |
| CE_CASEVAC_MEDEVAC | X | | X | X | R | | | C | |
| CE_CG_DCG | | | | | | | | | |
| CE_CMD | X | X | X | X | X | X | X | X | X |
| CE_COC | | | | | | | | | |
| CE_COMM_COORD | R | R | R | R | R | R | C | R | X |
| CE_COP_MGR | | X | | | | | | | X |
| CE_DASC_COORD | | X | C | X | X | X | | | X |
| CE_FSC | | X | X | C | X | R | | | X |
| CE_G1 | C | | | | | | | | X |
| CE_G2 | | C | | | | | | | X |
| CE_G2_SYSTEMS | | C | | | | | | | X |
| CE_G4 | | | | | | C | | | X |
| CE_G4_WO | | | | | | C | | | X |
| CE_GROUND | | | | | | | | | |
| CE_IM_SERVICE_DESK | R | R | R | R | R | R | R | R | R |
| CE_IMO | | | | | | | | | X |
| CE_JFE_ADMIN | | | | | | | | | |
| CE_JFE_COORD | | | | | | | | | |
| CE_JFE_DYN_TGT | | | | | | | | | |
| CE_MED_REG | X | | | | | | | C | X |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| CE_METOC | R | R | R | R | C | R | R | R | X |
| CE_MUMT_CTRL | R | R | R | R | R | C | R | R | X |
| CE_PAO | | | | | | | | | X |
| CE_TACLOG . | R | R | R | R | R | C | R | R | X |
| CE_TMCC | R | R | R | R | R | C | R | R | X |
| IIMHG_8thComm | | | | | | | C | | |
| IIMHG_COC_WATCH_OFFICER | | | | | | | | | X |
| IIMHG_LOG | | | | | | R | | | X |
| IIMHG_OPS | R | R | R | R | R | R | R | R | X |
| IOC_COLLECTIONS | | C | | | | | | | X |
| IOC_INTEL | | C | | | | | | | X |
| IOC_SARC | | C | | | | | | | X |
| IOC_TARGETING | | C | | | | | | | X |
| MEFEX16_EXCON | | | | | | | | | X |
| RADBN | | C | | | | | | | X |
| TFC_COLLECTIONS | | C | | | | | | | X |
| TFC_THEATER_ISR | | C | | | | | | | X |
| C-Net Control Station (Room Owner); R-As Required; X-Guard | | | | | | | | | |

Table 13-7:  II MEF Chat Guard Chart for Exercise TRIDENT RESOLVE

13011.  C2 SYSTEMS MANAGEMENT/COMMON TACTICAL PICTURE TASKS/PROCEDURES.

1.  COP Management.  The COP models the battle space and provides the commander and staff relevant, reliable, and available battlefield information.  It is the primary tool for orienting the battle staffs of the II MEF, MSC/E, and below on the single battle.  It is a digital fusion of many efforts and products across staff lines.  Overall, the AC/S G-2 develops procedures for Threat Track Management, and the AC/S G-3 develops procedures for Friendly Track Management.  A Global Command and Control Server-Joint (GCCS-J) or Intelligence-Operations Server (IOS) server atop the entire II MEF COP architecture acts as a single point to higher and adjacent commands for sending and receiving COP data.  This platform is commonly referred to as the "TOP COP."

   a.  Extraneous connections between servers within or outside of the II MEF COP architecture are not authorized without the approval of the II MEF IMO.

   b.  COP Internal to II MEF.

      (1) The II MEF "TOP COP" Server is an IOS employed at II MEF to house and manage all track data.

      (2) Command and Control Personal Computer (C2PC) is a windows-based application that can be loaded on most user workstations and allows users to interact with the COP.  The software allows users to manipulate track data, create overlays and other digital products, and produce CTP views.  C2PC is widely used throughout II MEF at every level down to platoons.  It extends CTP viewing and editing capabilities to a large number of users.  C2PC

requires the establishment of a C2PC gateway at the local command; the C2PC gateway manages track data from the next higher-level gateway.

(3) Automated entry of digital Position-Location Information (PLI) at all echelons is common using systems like the Force XXI Battle Command Brigade and Below (FBCB2), Blue Force Tracker (BFT) and the Miniature Transmitter (MTX), among others. The IMO will ensure units adhere to procedures established for correct employment of these devices to achieve the best CTP possible.

2. <u>CTP System Information</u>. The GCCS-J server sitting atop the C2 architecture is the single node that II MEF uses to send its portion of the CTP to higher and adjacent commands and to receive external portions of the CTP (see Figure 10-3 above). Should the "TOP COP" machine experience downtime, another hot backup II MEF GCCS-J machine assumes the role of TOP COP for II MEF until the malfunction is corrected. The Aviation Combat Element (ACE) shall be prepared to assume TOP COP duties for II MEF if all networking infrastructure is inoperable for more than two hours.

a. Servers operating at the MSEs allow those echelons to filter and tailor their CTP to their needs.

(1) GCCS-J is used by II MEF to receive and send the CTP to and from higher HQ.

(2) The II MEF COP Manager is the II MEF-wide functional manager of the GCCS-J/IOSV1.

b. The II MEF functional manager for Fires Systems (including but not limited to the Advanced Field Artillery Tactical Data System (AFATDS) and the Joint Automated Deep Operations Coordination System (JADOCS)) is the Fires and Effects Coordination Center (FECC).

c. Battalion and Squadron level units employ the C2PC software program on fielded computers to view and edit the CTP. C2PC is also used at the other echelons of II MEF as a means of distributing CTP view/edit capabilities beyond the servers. Technical support requests within II MEF for this software and associated hardware should be directed to the II MEF IMO.

d. The CTP architecture is capable of limited integration with other Tactical Data Systems (TDS) in use in the Marine Corps and Joint community; this capability continues to evolve rapidly. Contact functional area managers or the II MEF IMO for questions about improvements and current initiatives in systems integration.

e. SIPRNET is the communications pathway used for the CTP architecture and its associated systems.

3. <u>Overlay Naming Conventions</u>. The following procedures will be utilized for the naming, distribution, and general administration of all overlays.

a. Overlay Properties. In accordance with the references, the following overlay colors apply.

(1) All obstacles -- friendly, enemy, neutral, or fictional -- will be

drawn using the color GREEN.

(2) All friendly graphic control measures will be shown in BLACK or WHITE (depending on the background color contrast) when drawn manually or on a color display.

(3) Friendly unit symbols will be depicted in CYAN.

(4) Enemy graphic control measures will be shown in RED. If red is not available, they will be drawn in black with a double line or the abbreviation "ENY" placed on the graphic in at least two places to avoid confusion.

b. If other colors are used to show friendly or enemy (hostile) factions, then the colors used will be shown in a legend on the overlay describing what each color means.

c. The above standards do not preclude MSE and subordinate commands from using other colors when displaying overlays in their own COC.

d. Each overlay graphic shall reflect a corresponding text identifier.

4. Overlay File Naming Standards. Overlays will adhere to a four part naming Convention, which will consist of four fields separated by underscores, and all fields will be UPPER case. (An Example of this is: "II MEF_IAMEXERCISE_050500ZDEC10 _PHASE1").

a. First field – ORIGINATOR description based on unit short names.

b. Second field – This field depicts the name of the operation/exercise (e.g., BOLDFIST).

c. Third field – Date Time Group (DTG) in DDHHHHZMMMYY format. Indicate ZULU time on all overlays.

d. Fourth field (optional) – Phase, Stage, Version, or geographic area.

e. The example would read as: published by II MEF G3, for operation "BOLD FIST," as of 0500Z on 05 Dec 10, this is for Phase 1 of the operation.

5. Required Remarks. The overlay creator will add to the identification tab of the overlay the unit creating the overlay and a POC with phone number and SIPRNET email address. Additionally, the description tab will include more detailed information than the overlay name. Other amplifying information may include the phase/stage to which the overlay applies.

13012. CONTINUING PROCESS IMPROVEMENT (CPI) TASKS/PROCEDURES

1. The IMO does not own any processes or procedures within the II MEF. Rather, the IMO exists to improve warfighting processes in terms of efficiencies through technical solutions or process analysis. The IMO staff has developed a course of action for capturing the business and warfighting processes of II MEF. The methodology is as follows:

a. Interview individual staff process owners and stakeholders to capture and identify their key processes.

    b.  Convert interview information to standardized data templates.

    c.  Using templates create the "current" process model to graphically depict all stakeholders and interactions.

    d.  Review, evaluate, and analyze "current" process model for ways to improve the process, make it shorter, faster, leaner.

    e.  Develop a new "value streamed" process model and "conceptual" data model containing proposed modifications and changes.

    f.  Review, test, and validate proposed changes with the owners and stakeholders.

    g.  Transfer "value streamed" model to the development team to locate or create a technical solution to operate in a SharePoint environment.

    h.  Templates, components, and actions will comprise a MEF process package.

    i. This process and application enhancement will be certified by the process owner (Staff Principal).

    j.  The Staff Principal's signature galvanizes two things:

        (1) The process is accurately depicted and represented to the Principal's satisfaction.

        (2) The application enhancement meets the Principal's and stakeholders' requirement optimizing their business process and reducing latency, managing flows, and eliminating device and media dependencies.

    k.  It is recommended this methodology be distributed to Major Subordinate Commands for similar actions.

2.  Figure 13-7 depicts the process that delivers an AE to a MEF Warfighting Process Owner.  The seven phases require preparing specific products to achieve phase milestones and advance the enhancement project to the next phase.  To achieve the goal of the anticipated timeline, process owners must remain very engaged throughout the first five phases.
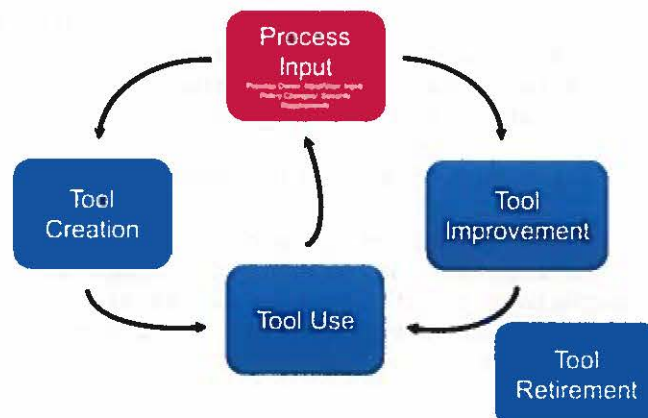


Figure 13-7:  IMO Application Enhancement Life Cycle Management Plan13013.

13013.  TRANSITION PROCEDURES.  Transition procedures are actions associated with establishing and maintaining backups in the event of catastrophic outage.  They are consistent with an IMO Continuity of Operations Plan (COOP) and for transferring the fight to an Alternate Command Post (Alt CP).

13014.  BATTLE RHYTHM.  Battle Rhythm events the IMO is responsible for attending, establishing and hosting.

1.  IMWG:  The Information Management Working Group (IMWG) serves as focal point for managing/coordinating IM/C2 within the command and actively involved in resolving cross-functional IM/C2 issues; reviews and recommend changes to IM/C2 systems and processes; reviews proposed changes to use of collaborative tools, C2 systems and warfighting processes; generates solutions to C2/IM challenges; prepares MEF IM directives/FragOs for approval by G-3.

2.  Task.  Draft input to CG on IM/C2 via Information Management Board (IMB); integrate future capabilities; prioritize resources and allocate accordingly; Identify IM/C2 system maintenance shortfalls; Identify and resolve capability gaps.

    a.  Inputs.  Proposed changes to IERs; MSC/Staff issues with tools, processes, and skill sets; MSC/Staff identify solutions to collaborative tools, C2 systems and processes; subordinate requests for support; COPS/FOPS reporting

    b.  Outputs.  IM/C2 plan modifications/changes; Recommend changes to Information flow; revised IERs; recommend information processes requiring formal analysis; corrective action to collaborative tools, C2 systems and processes when tasked.

    c.  Feeds.  COPS WG, FOPS WG, Ops Intel Brief, CG Huddle.

    d.  Frequency.  Daily during operations, as required and monthly at home station.

    e.  IMWG Chair:  II MEF IMO.

    f.  Internal Attendees.  KMOs from II MEF primary and special staff sections, MSC/MSE IMOs and Communications Detachment/Company.

    g.  External Attendees.  Other IMOs and G-6/S-6s from MSC/MSEs and LNOs as required.

    h.  Agenda.  Roll Call; minutes of last meeting; responses to due outs from previous/status update; review of upcoming suspense/issues; technical approaches to resolving current challenges; new Action Items.

13015.  IM REPORTS

1.  IM/C2 Services Status Report

    a.  Provides an easily understood chart reflecting the status of all IM/C2 services provided by the IMO.

        (1) Services reported include, but not limited to:

(a) Collaborative Workspace.

(b) CTP/COP/Track Management.

(c) Tactical Chat.

(d) CTP/COP Viewer and Situational Awareness Tool(s).

(e) Virtual meeting space(s).

(f) Warfighting Function C2 Systems (as directed to report).

(2) Can include separate reporting by network in situations involving coalition forces and/or non-cleared nations and agencies participating in MEF operations.

(3) Report Format IM/C2 Services Status Report, located in Annex H – Reports and Templates.

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## Chapter 14 - FOREIGN DISCLOSURE

14000. <u>OVERVIEW</u>. Foreign Disclosure is the disclosure (visual or verbal) or release (physical) of Classified Military Information (CMI) or Controlled Unclassified Information (CUI) to foreign governments, entities, international organizations, or the representatives of either. Foreign Disclosure aims to strengthen relationships with foreign partners and prevent the sharing of information when it is not beneficial to U.S. interests. Foreign Disclosure does not cover the release of information to the public or downgrading the classification of information.

14001. <u>ORGANIZATIONAL PICTURE</u>
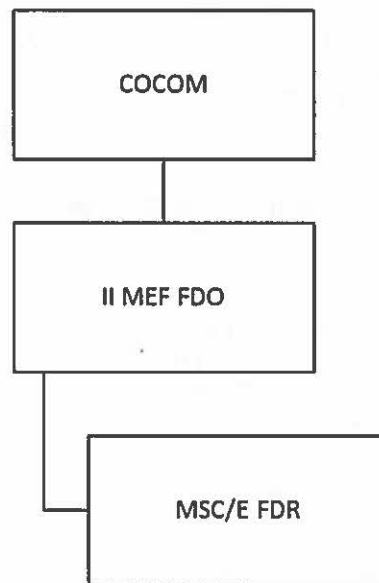


Figure 14-1:  II MEF Foreign Disclosure Structure Deployed

14002. <u>FOREIGN DISCLOSURE PROCESS</u>

1.  The II MEF FDO is the only authorized individual that can make disclosure decisions for II MEF.  Requests for disclosure will be submitted through the Foreign Disclosure Management System (FDMS) on the II MEF Command Element SharePoint site.  Access to the FDMS is located under Special Staff, Security, and Foreign Disclosure.  If SharePoint is unavailable, requestors may directly e-mail the II MEF FDO.  MSCs will staff their foreign disclosure requests through their FDO or the II MEF FDO.

2.  Except in life threatening situations, a FDO is only able to make disclosure decisions on information his/her unit owns.  Examples are the unit's Operations Orders or internally developed briefs.  The II MEF FDO will staff all other requests to the owning agency (MARFORSYSCOM, NGA, etc.) which will take longer to get approval.

3.  While in garrison, CDRMARFORCOM and HQMC, PP&O, PLU FDOs act as II MEF HHQ for foreign disclosure matters.  This authority will transition to the appropriate COCOM when deployed, with the authorization to reach back to HQMC or II MEF when needed.

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## 14003. FOREIGN VISIT REQUIREMENTS

1. <u>Foreign Visit System (FVS)</u>. FVS is a web-based tool used by foreign embassies to request visits to DoD facilities. While overseas in contingency operations, the use of FVS is not required for foreign visits.

2. <u>Contact Officer</u>. When receiving foreign visitors, whether in CONUS or overseas, the hosting command is responsible for assigning a Contact Officer who will have regular contact with the visitors. Assignment as a Contact Officer requires the completion of Contact Officer training through Defense Security Services (DSS), Center for Security Excellence, International Security. The URL for the required training is: http://www.cdse.edu/catalog/international-security.html. The Contact Officer is responsible for controlling the activities of the foreign visitors and ensuring that the disclosure of CMI and CUI strictly conforms to that approved by the II MEF FDO. The assigned Contact Officer will meet with the II MEF FDO prior to the visit.

3. <u>Foreign Personnel Exchange Program (FPEP) Personnel</u>. FPEP personnel help to reinforce bilateral relationships. Each FPEP officer receives or falls under an existing Delegation of Disclosure Authority Letter (DDL) that outlines his or her authorities and restrictions to access U.S. information and systems. The contact officer assigned to the exchange officer must have detailed knowledge on what is outlined in the DDL in order to ensure its conditions are being met. The DDL is never releasable to foreigners, to include the subject exchange officer.

## 14004. PLANNING FOR FOREIGN DISCLOSURE

1. Involve the II MEF FDO early in the planning process as the foreign disclosure process can be lengthy. Sufficient lead time can even allow for requesting exceptions to existing national disclosure policy when needed.

2. Each country has its own rules when making foreign disclosure decisions. When conducting operations or exercises with multiple foreign partners, it is important to consider that information that can be disclosed to one country may not be able to be disclosed to all of them.

3. Disclosure decisions must be made when foreign countries want access to U.S. owned information or systems. Each system (AAVs, MV-22, etc.), brief, and report must be separately identified by planners and evaluated by the FDO.

4. Foreign Disclosure Representatives (FDR) can be trained within II MEF and its MSCs. FDRs cannot make foreign disclosure decisions but can act as advisors throughout the planning process to speed the FDO's decisions. They can pre-screen foreign disclosure requests to increase the likelihood of approval.

## 14005. CROSS DOMAIN TRANSFER

1. This section outlines the process to use when reviewing and/or transfering information cross-domain (from one security level to another) IOT support information sharing between coalition partners during an LSE.

2. <u>Air Gapping (Sneaker-net transfer)</u>. "Air Gap"/"air gapping" or sneaker-net transfer are commonly used terms that refer to the action of copying information to transferable media in order to safely move the information

from one network to another. Figure 1 depicts a properly marked CD, necessary when cross domain transfer or "air gapping" is required.



Figure 14-2: Properly marked CD

3. The transfer of information from one network to another is something that should be approved by the organizational Security Manager (SM) or Information Assurance Officer (IAO). CDs that are created IOT to transfer material are to be destroyed after the transfer of information is complete. While in use, CDs will be properly marked using an indelible marker with the appropriate classification and markings as depicted in Figure 14-2.

```
                    Information Transfer Process

    1. Author/SME submits file to be reviewed to FDO
        a. (U)  FDR reviews and approves file for release/disclosure (Applies
             minimal adjustment or returns to originator for major corrections)
        b. (U)  FDO converts file to Portable Document File (PDF)
        c. (U)  FDO coordinates transfer to target domain.
        d. (U)  FDO transfers file to requested domain via closed session CD-
             R.  If SIPR, process will be IAW CRO 10-25
        e. (U)  FDO logs transfer
        f. (U)  FDO notifies author/SME/file(s) have been transferred.
```

Figure 14-3: Information transfer process

4. Tools. The Content Locator Examination Analysis and Reporting (CLEAR) program is a tool that can mitigate potential hidden data problems and can be used in the review process. Although CLEAR is a helpful application, the FDO/FDR is part of the review process to ensure file transfer and "flatten" or PDF files are approved for release or disclosure. Access CLEAR at https://dodiisclear.dia.mil/MainPage.htm or on SIPRNET at http://dodiisclear.dia.smil.mil/.

5. Write for Release. To the greatest extent possible, information will be written for release. This is to prepare the document content and ensure all existing classification markings on the information to be shared is present

as required (to include proper banner lines, portion markings,
sources/derived from data, releasable to, and declassification dates, etc.)

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# Chapter 15 – STAFF JUDGE ADVOCATE

15000. OVERVIEW. The role of the Office of the Staff Judge Advocate (OSJA), II MEF is to provide timely and accurate command legal advice and legal services to the II MEF CG and his staff in order to maximize good order and discipline, facilitate lawful mission accomplishment, and ensure compliance with applicable international and domestic law

15001. ORGANIZATION

```
                          ┌──────────────┐
                          │ Staff Judge  │
                          │ Advocate (O6)│
                          └──────────────┘
         ┌──────────────┐                  ┌──────────────┐
         │Deputy SJA (O5)│─────────────────│Legal Chief (E8)│
         └──────────────┘                  └──────────────┘
   ┌──────────────┐ ┌──────────────┐ ┌──────────────┐ ┌──────────────┐
   │ Operational  │ │ Contingency  │ │Legal Clerk(E6)│─│Legal Clerk(E5)│
   │Law Chief (O4)│ │ Contracting  │ └──────────────┘ └──────────────┘
   └──────────────┘ │    (O4)      │
                    └──────────────┘
   ┌──────────────┐                  ┌──────────────┐ ┌──────────────┐
   │ Operational  │                  │Legal Clerk(E4)│─│Legal Clerk(E3)│
   │Law Officer(O3)│                 │     x2       │ │     x2       │
   └──────────────┘                  └──────────────┘ └──────────────┘
   ┌──────────────┐ ┌──────────────┐
   │ Legal Admin  │ │   Command    │
   │    (W3)      │ │ Services (O3)│
   └──────────────┘ └──────────────┘
```
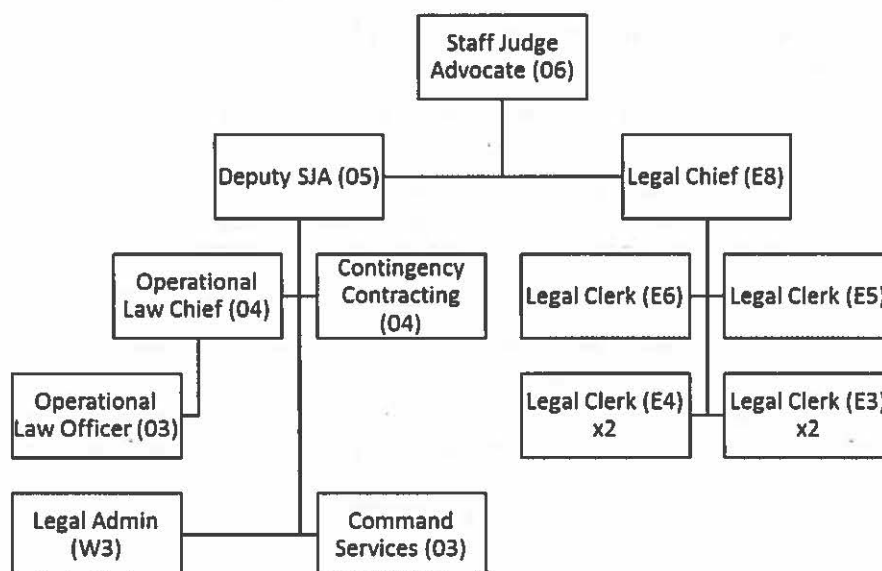
Figure 15-1: II MEF SJA Deployed Organization Chart

15002. CONCEPT OF LEGAL SUPPORT

1. The II MEF SJA is the senior legal advisor, planner and coordinator for all legal matters within the II MEF area of operations. As such, he is the primary legal advisor responsible to the CG for the development and dissemination of all legal and legal/policy advice and positions within II MEF. The II MEF SJA will provide technical oversight and guidance to all Judge Advocates supporting II MEF units and coordinate their efforts to ensure uniform policies, procedures, and command advice.

2. The organic staff of the II MEF Office of the Staff Judge Advocate (OSJA) consists of the Staff Judge Advocate (SJA), a Deputy Staff Judge Advocate (DSJA), a Legal Services Chief and an Operational Law Officer. An additional Operational Law Officer, serving as a Watch Officer, a Command Services Officer, a Contingency Contract Attorney, a Legal Administration Officer, and additional Legal Clerks will be augmented from the Legal Services Support Section – East (LSSS-E) for the purposes of deployment, depending on the mission to support II MEF legal requirements. All personnel assigned to the OSJA fall under the command, control, and discretion of the SJA and serve as the SJA's representatives to accomplish the mission of the OSJA. The SJA will assign duties and responsibilities consistent with mission requirements in order to ensure the MEF receives appropriate legal support. The II MEF office of the SJA's duties include:

    a. Provide command legal advice across various areas of legal, policy and administrative practice to the CG II MEF and staff as appropriate.

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b.  Provide advice on operational law matters including operations orders, fragmentary orders, Rules of Engagement, kinetic and non-kinetic fires and II MEF targeting decisions for compliance with the Law of Armed Conflict (LOAC).

c.  Provide advice on the administration of military justice, officer misconduct and administrative separation matters.

d.  Provide advice on fiscal law and contract matters.

e.  Provide advice to the CG, II MEF on the conduct of and review of administrative investigations.

f.  Review and coordinate the processing of claims and claims investigations.

g.  Liaison with the International Committee of the Red Cross (ICRC) members, authorities of the host or partner nation legal community and other government and non-governmental authorities as appropriate.

h.  Support the processing of detainees through the II MEF AO.

i.  Coordinate the legal requirements of II MEF detainee processing between adjacent, subordinate, and higher commands.

j.  Provide advice to the CG, II MEF on the authorizations and restrictions related to the use of Commander's Discretionary Funds.

15003.  <u>SUPPORTING COMMANDERS AND STAFF RESPONSIBILITIES</u>

1.  Military operations across the range of military operations are legally intensive by their very nature.  In conducting operations, military commanders must remain aware of the obligations and limitations placed upon them by customary and conventional international law, as well as domestic law.  Commanders are required by DOD directives to seek and incorporate legal guidance in all phases of planning and execution of operations.

a.  Both law and doctrine require that qualified legal advisors at all levels of command provide advice about the Law of War (LOW) compliance during planning and execution of military operations.  Command legal advice will be available at the division, regimental and, when necessary and assets are available, at the battalion level.

b.  Subordinate commanders should consult with their servicing Judge Advocate (JA) and seek legal advice on all questions involving international law, the LOW, detainee handling/evidence collection, fiscal law, military justice, civil law, and other legally intensive areas during the conduct of operations.

c.  Commanders must ensure that appropriate personnel receive the following training:

(1) LOW.

(2) ROE.

(3) Escalation of Force (EOF).

(4) Detainee handling procedures.

(5) Use of Force.

(6) Furthermore, Marines participating in the planning and execution of military operations must receive detailed LOW training, see Reference (at).  In addition to pre-deployment LOW training, Marines must also receive

refresher LOW training while in theater.  Commanders at all levels must ensure that their Marines have the most up to date ROE, EOF and Use of Force rules of engagement training available.

    d.  Commanders will also ensure that personnel within their command understand the provisions of relevant COCOM general orders and any supplementing policy letters from higher headquarters.  Local law, religions, and customs may prohibit or restrict certain activities that are generally permissible in western societies.  Restrictions upon these activities are essential to preserving United States/ Host Nation relations.

    e.  Pursuant to Reference (au), all division and regimental sized commands must appoint a Staff Non-commissioned Officer for collateral duty as the Command Equal Opportunity Manager.

    f.  Furthermore, deploying battalions, squadrons, and equivalent-sized commands shall appoint in writing at least two Uniform Victim Advocates in the grade of E-6 or above to provide deployed Marines and attached service members with information and emotional support.

    g.  Pursuant to Reference (av), commanders will ensure that all civilians accompanying II MEF are instructed that they are subject to U.S. criminal jurisdiction for crimes committed while accompanying U.S. military forces outside the U.S.

2.  Coordination between SJAs.  The II MEF SJA will coordinate all legal activities incident to the conduct of garrison and military operations.  Servicing SJAs or legal advisors of each subordinate command and staff will maintain close liaison and coordination with the II MEF SJA.  The II MEF SJA will provide guidance to servicing JAs of subordinate units and coordinate their efforts to ensure uniform policies and procedures throughout the subordinate commands.

3.  When necessary, II MEF OSJA will coordinate for Continental United States (CONUS) legal services support from the LSSS-E.

15004.  DETAINEE OPERATIONS

1.  Detainee operations are a critical element of any operational plan.  The DOD detainee program, Reference (aw), establishes the overarching detainee policy; it directs the humane treatment of all detainees at all times during all armed conflicts and military operations, however characterized.  Reference (ax), the II MEF detainee operations Standard Operating Procedures (draft) provides the commander with the logistical and operational requirements for the conduct of detainee operations.  Commanders should establish planning mechanisms that ensure effective consideration of potential detainee related issues and the development of plans and procedures to respond to these issues as early in the planning process as is feasible.  Primary responsibility for detainee operations will reside within 2d LE Battalion.  The OSJA will provide command legal advice in support of detainee operations.  A liaison officer, corrections specialist (MOS 5804) is recommend to coordinate legal processing and compliance with international and domestic law.

2.  Information flow is key for the successful prosecution of detention operations.  In order to ensure that the timelines in Reference (ay) are met, coordination at all levels of command must be maintained.  Detainee information must move swiftly from one level to the next and in an efficient manner.

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3.  Detainees under the control of U.S. Forces will not be transferred to the custody of a foreign power unless the U.S. has entered into an international agreement with that foreign power on the transfer of detainees.  In such a case, transfers will be affected in accordance with Article 12 of the Geneva Convention III on Prisoners of War (GPW), the terms of that agreement, and any implementing regulations.  See Reference (ax).

4.  Criminal detainees who are detained solely for committing crimes against other Host Nation (HN) citizens will be transferred to the appropriate HN police for detention and prosecution within the HN criminal justice system as soon as possible and after appropriate coordination.

5.  Coalition Forces will implement their respective nation's procedures for handling detainees.  U.S. Forces will not accept detainees from Coalition Forces unless the U.S. has entered into an international agreement with that coalition nation regarding the transfer of detainees.

6.  Captured persons whose status as an EPW is in doubt will be accorded protections similar to those afforded an EPW until a Tribunal (convened pursuant to Article 5 of the GPW) determines their actual status.  II MEF and its MSC/Es will not become involved in Tribunals unless directed to do so by HHQ.

7.  When a person is detained by U.S. forces, every reasonable effort shall be made to gather and preserve evidence to support the determination of the detainee's status and/or any subsequent prosecution of the detainee within the HN criminal justice system.

8.  In order to fairly and successfully process and prosecute HN criminals or security internees using the HN criminal justice system, capturing units must ensure that detention documents found in Reference (ax) are completed fully and accurately, and that witnesses are identified so they may be contacted when required to testify during prosecution of the detainee.

9.  Reporting and Investigating Allegations of Detainee Abuse

    a.  II MEF personnel will immediately report any instances or allegations of detainee abuse, whether committed by U.S., Coalition or Enemy Forces. This includes reporting instances or allegations of detainee abuse alleged to have been committed by host/partner nation military or police forces.  Proper reporting of detainee abuse may create a record that can be used to safeguard U.S., Coalition or Enemy Forces from false reports of abuse or harm to detainees while in their custody and or control.

    b.  II MEF units and personnel are authorized to take action in accordance with the ROE to stop any observed or suspected reportable incident of abuse of detained persons in HN custody, and promptly report the details so those acts can be appropriately addressed with HN government officials.

    c.  In accordance with Reference (aw), MSC/E commanders will immediately report every instance of reportable detainee abuse, regardless of whether committed by Coalition or host/partner nation force, to HHQ through operational channels.

    d.  MSE commanders will also ensure that every instance of reportable detainee abuse is immediately brought to the attention of the reporting MSE's servicing judge advocate (JA).  The reporting MSC/Es servicing JA will immediately forward a Serious Incident Report (SIR) to the II MEF SJA who will immediately forward the SIR to HHQ SJA, Detainee Operations, Judicial and Legal Policy, and info copy HQMC Judge Advocate Division (JAD).

e.  A reportable instance of detainee abuse means observed, suspected or alleged detainee abuse for which there is credible information, and includes, but is not limited to, the following:

(1) Physical abuse resulting in bodily harm from the use of unlawful force or violence, such as beatings that leave marks, welts, bruises, burn marks or indications of electrical shock.

(2) Unlawful coercion, such as threats to inflict bodily harm or harm to a family member or acquaintance.

(3) Exposure to humiliating, degrading or inhumane treatment, including deprivation of food, water, sanitation or proper medical care that does not meet the basic standards found in the GPW.

(4) Theft from a detainee.

f.  The initial report of detainee abuse will include information as to whether physical evidence exists, the name of the detainee claiming the abuse, the names and units of the personnel involved in the abuse (if known), the names and units of any personnel who witnessed the abuse (if known) and the location where the abuse is alleged to have occurred.

g.  Unit commanders will take appropriate steps to preserve any evidence of detainee abuse.  This includes obtaining sworn statements (DA Form 2823) from individuals with knowledge of the alleged abuse.  Unit commanders will record injuries inflicted on detainees through medical examinations and photography.

h.  Per Reference (ax), all allegations of detainee abuse shall be referred to the NCIS for investigation.  If NCIS declines to investigate, the investigation may be conducted by Marine Corps Criminal Investigative Division (CID) or an investigating officer appointed by the command.  All detainee abuse investigations involving II MEF personnel shall be forwarded via the chain of command to CG, II MEF for final review.  Any detainee abuse investigations conducted by II MEF personnel but not involving II MEF personnel shall be forwarded to the II MEF SJA for review and appropriate routing.

i.  If the initial allegation or report indicates that U.S. Forces were not involved in the detainee abuse, no further investigation will be conducted unless otherwise directed.

15005.  FOREIGN CLAIMS

1.  Foreign Claims are requests for reimbursement from the U.S. government or U.S. service members by foreign nationals for property damage or personal injury caused by U.S. personnel.  Any damage caused by members of the II MEF or subordinate commands should be documented in anticipation of a claim. Foreign claims are controlled by a complex web of domestic law, service regulations and international agreements.  The following references apply.

2.  The Foreign Claims Act (FCA)

a.  Under the FCA, meritorious claims for property losses, injury, or death caused by service members or the civilian component of the U.S. forces may be settled "[t]o promote and maintain friendly relations" with the receiving state.  Claims that result from "noncombat activities" or negligent or wrongful acts or omissions are also compensable.  Similar to the Military Claims Act (MCA), claims under the FCA may be based either on the negligent or wrongful acts or omissions of U.S. military personnel or the noncombat

activities of U.S. forces. Unlike the Military Claims Act (MCA), however, there generally is no scope of employment requirement. The only actors required to be "in scope" for the United States to have liability are local nationals of the host nation who work for the United States. Not every meritorious foreign claim can be paid by the claims commission. Whether a claim can be paid will depend on the type and amount of claim and the geographic location.

   b.  In certain countries, including NATO countries, the Department of Defense has assigned single-service responsibility for the processing of foreign claims. All claims arising in these countries will be thoroughly investigated and then forwarded to appropriate authorities by the II MEF SJA for adjudication.

   c.  If the Department of Defense has not assigned a single-service authority for the processing of claims in a foreign country, the servicing SJA will have much greater authority to adjudicate both scope and non-scope claims.

   d.  Every claim, no matter how minor, should be reported to the respective servicing SJA. Almost every incident involving a foreign non-scope of claim has the potential to come within a foreign criminal jurisdiction if it is not handled properly.

   e.  Subordinate commanders may appoint a judge advocate as a one member foreign claims commission (FCC). If a judge advocate is appointed he or she may pay up to $10,000 per claim. When necessary, the II MEF OSJA will coordinate the appointment of a three member FCC to pay claims up to $50,000.

3.  **The Federal Tort Claims Act (FTCA)**

   a.  The FTCA provides a limited waiver of sovereign immunity to compensate eligible claimants for damage to property, personal injury, or death based upon the negligent or wrongful acts or omissions of service members or federal civilian employees acting within the scope of employment.

   b.  The United States has not waived its immunity from suit for claims arising in a foreign country. Generally, deployment claims will not fall under this statute.

4.  **The Personnel Claims Act (PCA)**. The PCA offers limited protection to service members and certain civilian employees for loss or damage to tangible personal property that occurs incident to service. This statute generally applies to loss of equipment and personal items during transportation, certain losses while in garrison, losses suffered in an emergency evacuation, losses due to terrorism directed against the United States, and loss of clothing and articles being worn or used while performing military duties.

5.  **The Military Claims Act (MCA)**. The MCA applies to claims for personal injury, death, or damage to or loss of property and is payable when caused by a negligent or wrongful act or omission of a military member or civilian acting within the scope of employment or incident to the noncombat activities of the Department of Defense. This statute applies worldwide but only applies when the claim is not properly payable under the PCA or FCA.

15006.  **INVESTIGATIONS**

1.  **Investigations range in complexity and formality**. However, they all have the same underlying purpose of informing the commander. A good investigation can document facts that establish that a potentially sensitive allegation is not true. A preliminary inquiry is advisable for all incidents. When in

doubt, investigate. A commander may order an investigation at any time. An investigation is required in those cases listed in Chapter II of Reference (ay). It is imperative that the investigating officer consults the servicing SJA for detailed guidance. The following are the most commonly required investigations. If unsure whether an investigation is required, the II MEF SJA should be consulted.

2. <u>Line of Duty/ Misconduct Investigations</u>. Line of Duty/Misconduct determinations are required under circumstances where injury may result in a permanent disability or that results in the member's physical inability to perform duty for a period exceeding 24 hours. The investigation may take the form of a preliminary inquiry or a command investigation. The close authority will be the first General Court-Martial Convening Authority (GCMCA) in the chain of command.

3. <u>Line of Duty Death Investigations</u>. Line of duty death investigations are required when a service member dies as a result of injuries not sustained in combat. For combat related deaths, the Commanding Officer may make an entry in the personnel casualty report. For non-combat deaths that occur on a naval vessel, aircraft or military installation, NCIS must be notified. The Appointing Authority for the investigation shall consult with the servicing SJA to determine if a "limited" death investigation is appropriate. Additionally, MARADMIN 82/02 and 074/04 require that the Commanding Officer send a proposed condolence letter to the casualty branch within five days of any death of a service member. However, in all cases involving non-combat related death or serious injury, a copy of the investigation will forwarded to the II MEF SJA after endorsement by the GCMCA for review and appropriate follow-on action.

4. <u>Fratricide</u>

   a. Definitions

      (1) Fratricide is defined as persons killed or wounded or equipment damaged in military action, mistakenly or accidentally, by friendly forces actively engaged with the enemy, who are directing fire at a hostile force or what is thought to be a hostile force.

      (2) "Persons Killed or Wounded". A friendly force is any force of host/partner nation operating with Coalition Forces (CF). Specifically, "Green" Force are those including, but not limited to, host/partner nation Security Forces, host/partnered nation Police, host/partner nation Army, or other government assets. Conversely, "Blue" forces are those in friendly forces to include, but not limited to, CF, Other Departmental Agencies (ODA), Other Government Agencies (OGA), DOS, DOD contractors, and U.S. government contractor convoys. See Reference (az), Fratricide: SJA Investigation Matrix.

      (a) <u>Fratricide Investigations</u>. Fratricide incidents must be reported to the HHQ Provost Marshal and must be reported as a significant act as soon as practicable after the incident occurs.

      (b) Reporting and investigation requirements of Reference (az) only apply when there is an injury, death, or damage to equipment. The degree of injury or damage is irrelevant in determining whether an incident is a fratricide. Even if the resulting damage is minor, an incident that meets the definition of fratricide must be investigated by a GCMCA and reported IAW Reference (az). Incidents should be investigated locally even when there is no injury or damage. While these incidents do not meet the definition of fratricide, commanders have the same interest in learning how

the incident occurred and in determining what remedial actions, if any, are
necessary for preventing future incidents.

> (c) <u>Investigation Appointing Authority</u>. The Investigating
Officer will be appointed by a GCMCA and forwarded to the CG, II MEF via the
II MEF SJA for final review.

> (d) <u>Completed Investigation</u>. Once the investigation is approved
by the CG, II MEF, a digital copy of the completed investigation will be
forwarded through operational channels to the Component Command Chief of
Operations (CHOPS). Concurrently, the II MEF SJA will forward a copy of the
completed investigation to the Marine Forces SJA.

5. <u>Aircraft Collateral Investigations</u>. All Class A accidents must be
investigated IAW 10 U.S.C. §§ 2254 and 2255, and Reference (az). The GCMCA
must appoint the board, which must be selected from units other than the
"mishap unit" or its subordinate unit.

6. <u>Reportable Incident Assessment Team</u>. MSE are responsible for
investigating all incidents arising within their command unless directed
otherwise. The Reportable Incident Assessment Team (RIAT) is an
investigative team tasked to investigate and provide timely assessment to the
CG, II MEF regarding exceptional incidents as determined by the CG, II MEF or
COS, II MEF.

7. <u>Detainee Abuse</u>

a. <u>Initial Reporting</u>. The initial report of detainee abuse will include
information as to whether physical evidence exists, the name of the detainee
claiming the abuse, the names and units of the personnel involved in the
abuse (if known), the names and unit of any personnel who witnessed the abuse
(if known) and the location where the abuse is alleged to have occurred.

b. <u>Preservation of Evidence</u>. Unit commanders will take appropriate
steps to preserve any evidence of detainee abuse. This includes obtaining
sworn statements (DA Form 2823) from individuals with knowledge of the
alleged abuse. Unit commanders will record injuries inflicted on detainees
through medical examinations and photography.

c. <u>Investigating Detainee Abuse</u>. Per Reference (ax), all allegations of
detainee abuse shall be referred to NCIS for investigation. If NCIS declines
to investigate, the investigation may be conducted by Marine Corps CID or an
investigating officer appointed by the command. All detainee abuse
investigations shall be forwarded via the chain of command to CG, II MEF for
final review. If the initial allegation or report indicates that U.S. Forces
were not involved in the detainee abuse, no further investigation will be
conducted unless directed by HHQ.

8. <u>Violations of the Law of Armed Conflict</u>. Once notified of a suspected,
potential, or alleged LOAC violation, the servicing JA is required to advise
his/her commander as to the type of investigation warranted. Acceptable
types of investigations include a Preliminary Inquiry (R.C.M. 303), for
"minor" offenses, a JAGMAN Chapter 2 investigation or law enforcement
investigation undertaken by NCIS, CID or the Provost Marshal; a combination
of these types of investigations is also acceptable. The type of
investigation utilized by the command must be sufficient, under the
circumstances, to preserve physical evidence, note the identity of any
witnesses, and record (by photograph, sketch, or descriptive notes) the
circumstances and physical surroundings of the alleged incident. For
"significant" violations, DOD policy states that the primary responsibility

for investigating resides in CID or the sister services' equivalent organizations.

9. <u>Safety Mishap</u>. See Reference (az) concerning safety mishap investigations.

15007. <u>MILITARY JUSTICE</u>. Military justice services will be available but limited during the conduct of operations. In an effort to lessen the impact on operations and preserve limited resources, CG, II MEF's intent is to minimize Special and General courts-martial practice within the theater of operations to the extent practicable and consistent with the application of appropriate justice and the maintenance of good order and discipline. When faced with misconduct within their unit, Commanders should carefully consider all available options to include resolution in lesser forums, administrative remedies, and in cases meriting special or general courts-martial, postponing proceedings until redeployment. As required, a Legal Services Support Team (LSST) will be established within the MLG in order to provide full service military justice support, to include, pre-trial, trial and post-trial services for summary, special, and general courts-martial. Additional coordination will be required with the Chief Judge of the Eastern Judicial Circuit located at Camp Lejeune to support special and general courts-martial with military judges. When the establishment of an LSST is not practical, military justice matters exceeding minor misconduct will be sent to CONUS for appropriate legal support from Marine Corps Installation-East, Legal Service Support Section-East personnel.

1. <u>General Courts-Martial</u>. The CG is the GCMCA with General Court-Martial jurisdiction over all II MEF personnel, per authority granted under references (ba and (ay).

2. <u>Report of Misconduct</u>. All subordinate commanders will report any allegation(s) of serious misconduct or criminal incidents that may draw media attention, result in host nation prosecution or result in a general court-martial involving personnel attached to/or accompanying II MEF to the II MEF SJA. Servicing JAs from MSEs will forward to the II MEF SJA all allegations of officer misconduct and officer misconduct matters for appropriate processing and coordination with HHQ and II MEF pursuant to Reference (bb). Questions by U.S. commanders concerning the interpretation and/or implementation of international agreements, including any Status of Forces Agreement (SOFA) or international law, will be referred to the II MEF SJA for action.

3. <u>Confinement</u>. II MEF personnel ordered into confinement will be transferred to the designated confinement facility. Commanders will coordinate movement to and from the confinement facility in advance with the confinement facility. When forward deployed, Commanders will not order confinement of a service member without first consulting with the II MEF SJA.

4. <u>Misconduct by Civilian Employees</u>

a. DOD policy states that good order and discipline of the Armed Forces outside the U.S. extends to civilians employed by or accompanying the Armed Forces, and that such persons who engage in conduct constituting criminal offenses shall be held accountable for their actions. Local commanders may take necessary steps to protect their forces, such as expelling such persons from U.S.-controlled areas after coordination with the II MEF SJA. For further guidance, see reference (av), which implements policies and procedures, and assigns responsibilities, under the "Military Extraterritorial Jurisdiction Act of 2000" for exercising extraterritorial

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criminal jurisdiction over certain current and former members of the U.S. Armed Forces, and over civilians employed by or accompanying the U.S. Armed Forces outside the U.S. Accordingly, all civilians accompanying II MEF in support of military operations shall be advised on the provisions of reference (av).

b. Unless otherwise provided, Contractors shall not be subject to HN laws or regulations in matters relating to the terms and conditions of their Contracts, including licensing and registering employees, businesses and corporations. However, U.S. contractors in II MEF Area of Operations (AO) may be subject to prosecution under U.S. law or debarment from U.S. facilities.

c. Per reference (av), contractors shall be immune from HN legal process with respect to acts performed by them pursuant to the terms and conditions of a contract or any sub-contract thereto. II MEF personnel can temporarily detain any Contractor who poses a risk of injury to himself or others, pending expeditious turnover to the appropriate authorities of the Sending State. In all cases, the appropriate senior representative in II MEF AO or the Contractor's Sending State will be notified. All Contractors shall respect all effective and relevant foreign country laws, regulations, orders, memoranda and public notices.

d. The Sending State and the State of Nationality of a Contractor can exercise jurisdiction in accordance with that Sending State's applicable laws.

5. Sexual Assault Response and Reporting

a. References (bc) - (be) discuss commanders' roles and responsibilities in response to alleged sexual assault.

b. Pursuant to Reference (be), II MEF commanders will report any alleged, suspected, or actual sexual assault to the II MEF SJA within 24 hours of discovery for entry into the Sexual Assault Incident Response Database by the II MEF SAPRO, unless the sexual assault is restricted per the references.

c. Commanders will ensure compliance with Reference (be), which requires all deploying Battalions, Squadrons, and equivalent-sized commands to appoint in writing at least two Unit Victim Advocates in the grade of E-6 or above to provide deployed Marines and attached service members with information and necessary support.

15008. LAW OF ARMED CONFLICT (LOAC)

1. Reporting LOAC Violations

a. In accordance with Reference (bf), service members will immediately report via the chain of command any possible, suspected or alleged LOAC violation for which there is credible information committed by U.S., coalition, or enemy forces. Any incident involving death of, or injury to, a protected person as a result of combat operations or combatant conduct will be reported. For apparent LOAC violations by or against coalition military or civilian personnel, not involving U.S. forces, only an initial report will be made. So long as the report states that U.S. forces personnel were not involved, no further investigation will be conducted unless otherwise directed.

b. Possible, suspected or alleged LOAC violations for which there is credible information will be reported by service members and commanders

through normal operational channels in accordance with Reference (bf). After reporting through operational channels, commanders have an additional duty to immediately bring the matter to the attention of their servicing JA. Commanders and other personnel must also take all appropriate actions to preserve any physical evidence of possible, suspected, or alleged LOAC violations.

c. Whenever a U.S. or coalition force service member believes his/her chain-of-command to have been involved with a LOAC violation, a report may be made outside of operational channels. In such cases, the service member can "skip" to the highest point in the chain-of-command not suspected to have been involved in the LOAC violation, or report it to the Provost Marshal, servicing JA, the Inspector General, NCIS, CID, or a Chaplain.

d. If the incident involves potentially criminal activity by U.S. forces and has received -- or which, if disclosed, could reasonably be expected to receive -- significant media interest, a report must be filed in accordance with reference (bf).

2. LOAC Training

a. Commanders will ensure that the law of war obligations of the United States are observed and enforced. Commanders must ensure close coordination with the II MEF SJA or their servicing SJA to ensure that qualified legal advisors are immediately available at all levels of command to provide advice about law of war compliance during the planning and execution of exercises and operations.

b. Pursuant to reference (at), Commanders must also ensure that those directly responsible for directing or planning combat operations (i.e. commanders, executive officers, intelligence officers, operations officers, plans officers, and select staff non-commissioned officers) will receive "specialized" law of war training.

c. Pursuant to reference (at), all Marine Corps JAs must also receive "detailed" law of war training prior to deployment.

3. Targeting Commanders will ensure that all fires will be planned and conducted in accordance with established procedures and ROE. Where time and the tactical situation allows, II MEF SJA or his designated representative will review targeting decisions as part of the II MEF targeting process. Tactical targeting should, to the greatest extent feasible, receive legal review for LOAC compliance. Tactical targeting decisions involving non-lethal effects should also receive legal review for LOAC compliance.

15009. FISCAL AND CONTRACT LAW. Pursuant to references (ba) and (bg) through (br), the II MEF SJA or his designee will provide advice and review contracts for goods and services to ensure that II MEF spends its appropriated funds in a proper and appropriate way; ensuring that funds are spent for a proper purpose, funds are spent within the allocated time frame, and that the funds spent do not exceed amounts authorized by the federal government. The SJA will coordinate with the G-4 and G-8 in order to ensure contracts for goods and services are reviewed for legal compliance with applicable laws and regulations.

15010. BATTLE RHYTHM. The II MEF SJA or his designated representative will take part in the Operations and Intelligence Brief, the Targeting Board and the Targeting Working Group. The SJA or his designee will provide timely and appropriate advice at these meetings when requested to speak and will also contribute at boards and working groups to ensure that all plans are in

compliance with LOAC and ROE.  The SJA facilitates the Rules of Engagement/Authorities Working Group.

15011.  <u>REPORTS, FORMATS AND TEMPLATES</u>.  Regardless of the tactical situation, all II MEF commands must submit the following legal reports to the II MEF SJA IAW Annex H of this TACSOP:

1.  <u>Monthly Foreign Claims Commission Report</u>.  Due 27th of each month to United States Army Claims Service (USARCS) or designated single service claims responsibility unit.

2.  <u>Monthly Judge Advocate Activity Report</u>.  Due 27th of each month to HHQ.

3.  <u>Report of Suspected LOAC violations to HHQ</u>.  Updated as required.

4.  <u>Serious Misconduct and Reportable Officer Misconduct</u>.  Reported as required.

5.  <u>Sexual Assault</u>.  Pursuant to references (bd) and (be), subordinate commanders will report within 24 hours via the chain of command any alleged, suspected, or actual sexual assault, unless that sexual assault is "restricted" as defined in the references.

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# Chapter 16 – COMMAND RELIGIOUS PROGRAM

16000.  OVERVIEW.  The mission for religious ministries for II MEF is to ensure Marines, Sailors, and their families are mission ready with spiritual, moral, and ethical maturity, which is supported by the innovative delivery of religious ministry and compassionate pastoral care.

16001.  ORGANIZATION.  The II MEF Religious Ministry Team (RMT) is composed of a Navy chaplain with the rank of Captain and a Religious Program Specialist with the rank of Senior Chief (who functions as the rating's senior enlisted advisor).  Together the RMT advises the II MEF CG on the best manning, training, and equipping of RMTs throughout the force.

16002.  DUTIES AND RESPONSIBILITIES

1.  The RMT supervises the delivery of religious ministry across the force and is responsible to CG II MEF for the Command Religious Program as delineated in references (bs), (bt) and (bu).  Furthermore, the II MEF RMT is responsible to the Navy Chief of Chaplains via the MARFORCOM Chaplain and the Chaplain of the Marine Corps for supervision of Professional Naval Chaplaincy as outlined in reference (bv) and for implementation of Chaplain Corps Community issues as directed by the Chief of Chaplains and the Chaplain of the Marine Corps in accordance with reference (bw).

2.  The RMT supports Marines, Sailors, civilians, and family members of all faiths, by informing them of various worship events, advocating for religious accommodation issues, and ensuring Lay Leaders are trained.  Facilitating the needs of faith groups will always adhere to good order and discipline in accordance with reference (bx).

3.  The RMT ensures Marines, Sailors, civilians, and family members of all faiths have adequate access to chaplains or other religious ministry professionals who are available to provide faith specific ministries across the force.  Chaplains provide religious ministry in accordance with the precepts of the chaplain's own denominational endorsement.

4.  The RMT cares for all Marines, Sailors, civilians, and family members within II MEF whether in garrison or deployed.  Care includes but is not limited to: counseling, RMT led training, referral to mental health, outreach opportunities, retreats, hospital and Brig visits.  Chaplains maintain absolute confidentiality in accordance with reference (by).

5.  The RMT advises CG II MEF and leaders on the II MEF staff with regard to welfare, ethics, morale, and spiritual issues of Marines and Sailors.  The RMT ensures II MEF RMTs across the force are adequately trained to advise commanders at all levels in accordance with reference (bz).

6.  Lay Leaders.  When a Chaplain is not available to meet the religious needs of a unit during a deployment, commanders may direct their chaplains to equip lay leaders to support religious needs.  Chaplains prepare lay leaders for service in accordance with Reference (ca).

16003.  REPORTING.  RMTs throughout II MEF will report their activities to the II MEF chaplain using the Navy Chaplaincy Ministry Support Tool (NCMST) in accordance with reference (cb).  Reports are forwarded monthly on the first Wednesday of the month to all senior chaplains in the chain of supervision up to and including the Chaplain of the Marine Corps.  Chaplains are responsible for clearing all reports through their commander prior to submission.  When in a deployed status and when NCMST is not available, RMTs will use the PDF version of NCMST to send reports following the same time schedule.  Training on NCMST is provided by II MEF RMT to all RMTs in the

force. The II MEF RMT consolidates all RMT reports for use by the Commander II MEF.

16004. FIELD EQUIPMENT

1. The mission of II MEF requires assigned Chaplains and enlisted support personnel to maintain themselves and their equipment and supplies in a ready-to-deploy status at all times. The equipment required by the unit Chaplain may vary according to the mission of the unit.

2. Basic items will be listed in the unit's Table of Equipment (T/E). RMTs shall maintain an embarkation box containing religious ministry supplies to support 30 days of ministry in a field or combat environment. Reference (cc) lists the minimum supply pack-up for this requirement. Inventory of the RMT mount-out-box includes:

| | |
|---|---|
| 1 Hymnal | 30 Catholic Bibles |
| 30 King James Bibles | 30 New International Bibles |
| 5 Book of Mormon | 5 Jewish Scripture Books |
| 5 Yarmulke | 100 Rosaries |
| 100 Crucifixes | 100 Protestant Crosses |
| 6 Votive Candles | |

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# Chapter 17 - HEALTH SERVICE SUPPORT

17000. OVERVIEW. The medical assets assigned to II MEF provide essential Force Health Protection (FHP) and Health Service Support (HSS) to the operating forces. This mission is to minimize the effects wounds, injuries, and diseases have on units' effectiveness, readiness, and morale. Through training, planning, and readiness preparations, II MEF medical assets shall prepare to provide HSS across the ROMO. The system provides support from the point of wounding, injury, or illness, and evacuation to a medical treatment facility that can provide the level of care required by the patient. References (cd) through (cl) provide guidance for medical/dental operations.

17001. ORGANIZATION
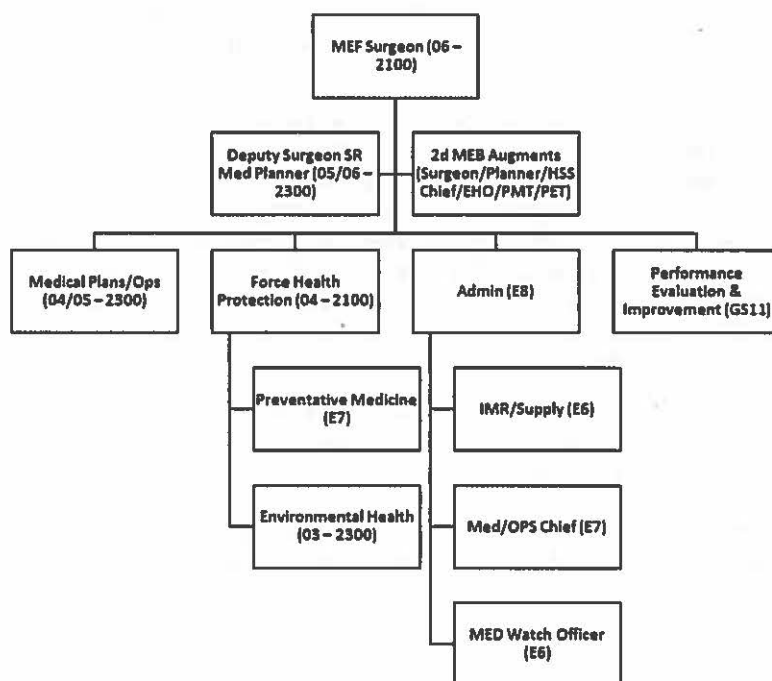


Figure 17-1: II MEF HSS

2. II MEF Roles and Responsibilities

   a. MEF Surgeon. Advise the CG and staff on all medical and medical service matters and coordinates the medical service of the MEF with Marine Corps components or JTF as needed.

   b. Medical Planner. Develop, coordinate, and provide health service support and guidance for II MEF and its MSC/Es.

   c. Preventive Medicine. Exercise staff supervision and technical control over MEF medical activities and monitors medical readiness of units in order to achieve optimal readiness standards.

   d. Medical operations. Provide administrative support; resources for medical training requirements; Medical Readiness Reporting System (MRRS) access; Class VIII requisitioning.

   e. Medical Watch Officer (MEDO). Serve as a watch officer in the COC. The MEDO tracks patient movement operations, coordinates with the patient evacuation team, updates the patient status board, and monitors medical treatment facility capacity. Additionally, the MEDO monitors Class VIII medical supplies and blood products, receives medical reports from MSC/Es,

and compiles reports for submission to HHQ, and updates the medical SharePoint page to maintain situational awareness.

    f.  The MEDO plays a pivotal role in the COC in maintaining situational awareness and communicating the medical situation to the SWO.  There are several functions within HSS that require the MEDO to have a good working knowledge of.  This chapter of the SOP provides a foundation of information to help the MEDO in executing their duties as a watch officer in the COC.

17002.  HSS CAPABILITIES

1.  The medical and dental battalions of the MLG normally provide HSS beyond the organic capabilities of MEF's GCE and ACE.  In any MEF-sized operation, medical support may be required from medical facilities of other Services within the theater of operations.

2.  Whenever possible, collocation of HSS facilities may enhance the capabilities of the medical battalion.  Economies may be realized in the use of medical department personnel, unit defense, transportation, etc.; however, consolidation provides a larger target and may limit mobility and employment options.  The operational commander decides whether to consolidate or disperse health service assets during the planning phase.  Subsequent tactical events may require modification of original plans.  If required, task-organized HSS elements may be detached to support geographically remote ground and aviation forces.

3.  Within II MEF, the medical battalion is the only source of Role II care. Their primary purpose is to provide initial resuscitative and surgical treatment that, if not performed, could lead to loss of life, limb, or eyesight.  Emergency care that includes initial resuscitation is continued and, if necessary, additional emergency measures are instituted that do not go beyond immediate necessities.  These units have a short-term holding capability (48-72 hours).

4.  The medical battalion is a subordinate command to the MLG.  It is organized to execute HSS functions in support of the MAGTF.  The medical battalion provides initial resuscitative capabilities to the MEF and is structured to facilitate task organization for operations conducted to support the MEF.  The medical battalion's Surgical Company's each contain four surgical platoons.  Each surgical platoon contains a forward resuscitative surgery system (FRSS), Shock Trauma Platoon, (STP), laboratory, x-ray, ambulance section and a Ward for temporary casualty holding and en-route care systems (ERCS) capable of managing patients at the STP and the Ward.  The headquarters (HQ) company provides C2 of the battalion.  Also, HQ and Service (H&S) Company has an embedded surgical company with two surgical platoons to provide Role II care, when required.

5.  In addition, resident within the medical battalion is a preventive medicine unit composed of an environmental health officer, entomologists, and preventive medicine technicians.  The preventive medicine unit is a significant force enabler capable of providing the full scope of preventive medicine activities for ensuring a healthy deployable force.  Also included in H&S Company are the combat stress platoon and Chaplain Section.

6.  The FRSS is one of the smallest units to provide surgical care for combat casualties.  It is capable of providing a full spectrum of trauma care ranging from triage, advanced trauma life support, and stabilization through salvage surgical procedures.  Because of its small logistical footprint, the FRSS is not a standalone capability.  The FRSS should be employed with

another medical unit as its base of support. The FRSS is designed to provide a significant increase in the capacity and capability of any medical unit that is present. It is best employed with an STP. The FRSS can provide for a maximum of 18 casualties requiring surgery over a period of 48 hours before requiring resupply and relief of personnel.

7. The STP is the most mobile medical support platoon of the medical battalion. It can initiate lifesaving damage control resuscitation, serve as a beach evacuation station, reinforce a battalion aid station (BAS), operate as an intermediate casualty collecting and clearing point between forward medical elements and the surgical company, or serve as the forward element of a surgical company (i.e., triage/evacuation platoon) preparing to relocate.

8. BASs are the most forward-deployed mobile units supporting the MAGTF. The mission of the BAS is to provide Role I medical care to sustain the combat force.

17003. JOINT BLOOD PROGRAM

1. The Armed Services Blood Program Office (ASBPO) manages the blood program for the DOD and is subject to the authority, direction, and control of the Secretary of Defense through the Assistant Secretary of Defense for Health Affairs and is under OPCON of the Joint Chiefs of Staff.

2. The Joint Blood Program Office (JBPO) is responsible for the joint blood program management in a theater of operations. The JBPO functions as part of the unified command surgeon's office but may establish an Area Joint Blood Program Office (AJBPO) for regional blood management.

3. Blood Supply Units (BSUs) are responsible for receiving, storing, and distributing blood within the theater of operations. They are required to provide a five-day storage supply of blood products, based on proposed requirements and blood reports. BSUs can be identified to provide support in a specific geographical area, regardless of Service components. The following facilities can serve as BSUs: Army Blood Platoon, Navy Expeditionary Medical Facility, Naval Amphibious Assault Ship, Hospital Ship, Medical Treatment Facility, and Blood Product Depot.

17004. PATIENT MOVEMENT

1. The patient movement system provides a continuum of care, and it coordinates the movement of patients from the site of injury or illness using successive roles of medical care to either a civilian medical treatment facility or a military treatment facility. Patient movement consists of three components: medical regulating, patient evacuation, and en route care. The guiding principle is that patients are moved only as far rearward as the tactical situation dictates and as clinical needs warrant. Prompt movement of patients to the required level of clinical care is essential to prevent morbidity and mortality, per references (cd) and (ce).

2. Patient Evacuation Team (PET)

   a. The PET consists of the seven personnel from the operations section within the medical battalion and reports to the medical regulating authority within the MAGTF prior to deployment. The PET Patient Evacuation Officer (PEO) is a Navy Medical Staff Corps Officer trained in medical regulating. Usually, there are two PEOs are assigned to the PET. The senior PEO functions as the PET Officer In Charge (OIC). Five enlisted hospital

corpsmen, including one chief petty officer, trained in medical regulating are the patient evacuation clerks.

   b.   The PET is designed to be collocated with the DASC to facilitate patient movement.  When conducting operations ashore, the PET coordinates patient movement by ground or air transport or a combination of the two, from point of injury to forward resuscitative care and between various roles of care.  The DASC and PET receive patient evacuation requests via the North Atlantic Treaty Organization (NATO) nine-line CASEVAC/ MEDEVAC request over the tactical air request/helicopter request net or alternate communication route.  The PET then determines the appropriate means of patient movement and destination HSS facility.  The DASC will coordinate air support and the PET will track all patient movement through completion of the mission, per references (cd) and (ce).

17005.   HOSPITALIZATION

The medical battalion provides initial resuscitative HSS to the MEF and is structured to facilitate task organization for operations conducted to support the MEF.  Its primary mission is to perform those emergency medical and surgical procedures that, if not performed, could lead to loss of life, limb or eyesight.  The medical battalion's surgical companies each contain surgical platoons with an FRSS, STP, laboratory, x-ray, and Ward for temporary casualty holding and en route care systems capable of managing patients at the STP and the ward.  The maximum patient holding time for the surgical company is three days.  The HSS system is comprised of Roles of Care, as identified in reference (cd).

17006.   RETURN TO DUTY

1.   The theater patient movement policy is a planning factor that delineates the maximum number of days patients may be held within the theater for treatment prior to further movement or return to duty.  Patients who cannot be returned to duty within the specified number of days are moved to the next higher role of care for further treatment.  The length of the patient movement policy impacts the number of casualties requiring movement, as well as the infrastructure required to treat patients in both the theater and the evacuation system.  A short evacuation policy reduces the forward medical footprint, in terms of medical treatment facilities and associated infrastructure, and normally places higher demand for more frequent evacuation missions.  Conversely, a longer patient movement policy increases the forward medical footprint and requires fewer evacuation missions.

2.   The theater patient movement policy is set by the CCDR and approved during the deliberate planning cycle prior to OPLAN execution.  Upon execution, the CCDR adjusts the theater patient movement policy as needed.  In accordance with Under Secretary of Defense for Policy and the Chairman Joint Chief of Staff guidance, the theater evacuation policy is normally seven days.  This does not imply that the patients must be held in theater for the entire period.

17007.   MEDICAL LOGISTICS

1.   Class VIII supply encompasses the functions of procurement, initial issue, materiel management, resupply, and disposition of material necessary to support medical and dental elements organic to the Marine Corps operating forces.  Requisitions for Class VIII (A) materiel follow the same channels as

other classes of supply.  Guidance for planning and procurement of Class VIII (A) and Class VIII (B) are found in references (cf), (cg) and (ch).

2.  Medical and dental materiel support of the Marine Corps is the responsibility of the MAGTF commander and is provided in the following three general forms:

   a.  Table of Equipment (T/E).

   b.  Authorized Medical Allowance Lists (AMALs)/Authorized Dental Allowance Lists (ADALs.).

   c.  Normal replenishment supply support.

3.  Class VIIIA (Equipment and Consumables)

   a.  All HSS elements of a MAGTF mount out with equipment and Class VIII (A) consumable items sufficient for a projected 15 days of combat support operations.  Class VIII (A) equipment and consumables sufficient for 3 to 5 days are available by the personnel of unit medical and evacuation sections. Vehicles, including ambulances, dedicated to HSS elements are combat loaded during mount out and used to bring initial Class VIII (A) equipment and supplies ashore.  Equipment and supplies remaining afloat are phased ashore as scheduled or on demand with later waves of the assault echelon.

   b.  The total logistics requirement to support the MEF is 60 days.  The MAGTF commander is responsible for ensuring that HSS capabilities are tailored to support the plan.  The AMALs/ADALs must be allocated to support specific requirements.  Funding for AMALs/ADALs above the authorized level is the budgetary responsibility of the MAGTF commander authorizing the increased allowance.  Service components are required to resupply their respective units until the single integrated medical logistics manager is established and operational.  This will usually occur no earlier than D+60.

4.  Class VIIIB Blood Products.  Blood and blood products are coordinated through the Armed Services Blood Program Office and not Medical Logistics Company, 2d Supply Battalion.

17008.  PREVENTIVE MEDICINE

1.  When preventive medicine requirements exceed the organic capabilities of a supported unit, commanders should submit requests for additional support to the II MEF Preventive Medicine.

2.  II MEF Preventive Medicine conducts routine and operational disease surveillance to monitor the health and deployability of the force. Other duties include conducting disease outbreak investigations and using bio-statistical analysis of health trends when required.

3.  Preventive medicine personnel support commanders by providing force health protection guidance, ensuring that the necessary environmental health controls are planned and carried out for food procurement, potable water, waste disposal, general field sanitation, personal hygiene, vector control, and other necessary public health control measures required to maintain the health of the operational forces.  Successful preventive medicine programs require participation at all levels of command, per Reference (cd).

17009.  MENTAL HEALTH.

1.  The Operational Stress Control and Readiness (OSCAR) Mental Health providers embedded within 2DMARDIV consist of a mix of Naval Officer Psychiatrists (MD/DO), Psychologists (PhD/PsyD), Psychiatric Nurse

Practitioners (Psych NP), and Social Workers (LCSW) and designated Psychiatric Technician Navy Corpsmen (8485). They are distributed among 2DMARDIV assets as designated OSCAR Teams.

2. The OSCAR Mental Health mission is to prevent Marines from becoming patients through the proactive interventions of "Proximity," "Immediacy," "Expectancy," and "Simplicity" (PIES), and is designed to provide Marine leaders integrated, mental health assistance in forward, deployed environments. Optimal deployments consist of a combination of mental health providers to allow flexibility and medication prescribing capabilities. The 8485 Corpsmen are not deployed without a supporting Mental Health Officer, as they are unable to provide services independently.

17010. MEDICAL INTELLIGENCE. Medical intelligence can be gained through various resources. One primary resource is the National Center for Medical Intelligence (NCMI). The NCMI mission is to prepare and coordinate integrated, all-source intelligence for DOD and other government and international organizations on foreign health threats and other medical intelligence issues to protect U.S. interests worldwide. NCMI support to U.S. Forces before troops are deployed to foreign areas for combat, peacekeeping, or humanitarian operations, NCMI's assessment of potential health risks and foreign health care capabilities allows the medical community to plan for the proper medical countermeasures, health care support, and medical personnel support. Access to their website is available at www.ncmi.detrick.army.mil. Additionally, another tool offered by NCMI is HORIZON, RAPID ANALYSIS OF GLOBAL HEALTH EVENTS which disseminates rapid analytical assessments of significant infectious diseases at: https://horizon.ncmi.detrick.army.mil.

17011. Medical Planning Considerations

1. Evaluation of World War II, Korea, Vietnam, Operation Desert Storm, Operation Iraqi Freedom and Operation Enduring Freedom data has led to development of the following maxims concerning combat HSS:

    a. Immediate IMO and Comms support.

    b. Commanders at all levels are responsible for providing adequate and proper health care for their troops.

    c. HSS plans can be effectively executed only if they are based upon realistic HSS capabilities.

    d. Health care for a patient must be continuous from the onset of injury or disease through the Roles of care to the facility capable of providing final treatment and disposition.

    e. Casualty triage must occur at the point of injury and each medical facility in the chain of evacuation; a patient is triaged at a receiving medical facility and moved rearward only to the point where he/she can receive the definitive care dictated by his/her condition.

    f. HSS units of the Marine Corps operating forces must retain the ability for rapid movement.

    g. HSS units must be capable of being dispersed, for protection of assets, and to render the greatest service to the greatest number.

    h. Plans must be flexible to a degree that will ensure the mission can be accomplished despite changes in the tactical situation.

i.   Most casualties will occur within infantry regiment; medical treatment and evacuation facilities must be situated accordingly.

j.   Increasing the evacuation policy increases requirements for HSS in the area of operations, but reduces requirements for CASEVAC transportation and personnel replacements.

k.   Prompt triage, stabilization, and CASEVACs will result in increased numbers of lives saved and wounded returned to duty.   It will also decrease numbers of non-effective days and reduce functional disability.

l.   The need for evacuation decreases when medical facilities are located in close proximity to forces in contact with the enemy.

m.   When a member cannot be returned to duty within the limits of the evacuation policy, he/she should be evacuated from the theater as quickly as his/her condition permits.

n.   Maintaining a continuous awareness of current Disease and Non-Battle Injury (DNBI) rates and trends through disease surveillance at all levels is critical to effective prevention programs.

o.   Whenever possible, use host nation (HN) support.

17012.   REPORTS, FORMATS AND TEMPLATES.   The below report examples are contained in Annex H.

1.   Medical Joining Report.   Due immediately after the establishment of Role II capabilities ashore and the capability is fully operational.

2.   Casualty Evacuation/Patient Movement Request.   Request is to be utilized when requesting CASEVAC/MEDEVAC support.   Template is a Nine Line request format and Patient Movement Request form.

3.   Facilities Spot Status Report.   Due when a Role capability has 80 percent or greater bed occupancy, there is a major surgery backlog of 6 hours or more, or if there is a degradation in capability from the previous report for any reason.   This report enables the PET to move patients to the right facility to prevent backlogs.

4.   Medical Census Report.   Due within 24 hours after establishing a Role II capability ashore.   Submit no later than (NLT) 1700 local each day during the operation.

5.   Weekly Disease Surveillance Report.   Due 24 hours after H-hour on D-Day. Thereafter the report starting at 0001 Sunday through 2359 Saturday should be forwarded to II MEF Surgeon NLT 2400 on the following Monday after the reporting period has expired.   Surgeons from the MSE's may consolidate subordinate command information into one single report.

6.   Medical Situation Report due at a minimum every 12 hours or as needed to update current capabilities of all Role II assets ashore and afloat.

17013.   SUPPORT TO AMPHIBOUS OPERATIONS

1.   Each element of MEF/MEB has organic medical capabilities that will be brought to bear for amphibious operations.   A MEF/MEB medical planner or HSS LCPO should work in the Landing Forces Operations Center (LFOC) in coordination with the Medical Regulation Control Officer (MRCO) on the ship during all Marine Corps operations conducts from the ship.

2.   Individual Navy ships are equipped with organic healthcare capabilities

primarily for support of in-port and embedded personnel while at sea. The exception is the hospital ships that have HSS as their primary mission.

3. The expanded spaces of the Amphibious Assault ships, LHA, and LHD-class ships, are designed to serve as Casualty Receiving Treatment Ships (CRTSs). These ships require a Fleet Surgical Team (FST) detachment when forward deployed and may require Health Services Augmentation Program (HSAP) personnel to meet increased operational requirements.

4. The number and type of healthcare personnel and the extent of medical facilities, equipment, and supplies on any ship are based generally on the ship's type, mission, complement, and embarked personnel.

5. The minimum shipboard HSS staffing is one Independent Duty Corpsman (IDC) who provides routine healthcare, first aid, and emergency treatment consistent with capabilities.

6. Most afloat HSS facilities cannot be increased significantly by personnel augmentation alone because of space constraints. CVN's (Aircraft Carrier Nuclear), Expeditionary Strike Group (ESG) ships, some auxiliary ships, and transports are fitted with facilities to accommodate one or more assigned medical, dental, medical service, or nurse corps officers, as well as hospital corpsmen. The capability also exists, in varying degrees, to receive and employ HSAPs, equipment, and supply blocks, and to function as CRTSs.

7. The heads of ships' HSS departments/divisions are the senior medical and dental corps officers assigned to the ship's company. On ships without an assigned HSS officer, an IDC will normally be designated the Senior, Medical Department Representative (SMDR).

8. FSTs are operationally assigned to large-deck amphibious assault ships (LHAs/LHDs) to provide forward resistive care (FRC) capability in support of an ESG with an embarked MAGTF. FSTs are attached to operating forces of the Atlantic and Pacific Fleets.

    a. There are 9 FSTs in service, each with 20 permanently assigned members, including:

        (1) One (1) permanent officer in charge (OIC).

        (2) One (1) ESG surgeon.

        (3) One (1) general surgeon.

        (4) One (1) family practice/internal medicine/emergency room.

        (5) One (1) pediatric physician.

        (6) One (1) anesthetist.

        (7) One (1) certified registered nurse anesthetist.

        (8) One (1) preoperative nurse.

        (9) One (1) intensive care unit (ICU).

(10) One (1) critical care nurse.

(11) One (1) medical regulator.

(12) One (1) leading Petty officer.

(13) Four (4) general duty corpsmen.

(14) Two (2) Operating Room technicians.

(15) One (1) advanced laboratory technician.

(16) One (1) respiratory therapy technician.

b. Each FST has its own unit identification code (UIC) and a type commander (TYCOM)-managed budget. Ashore, the FST reports administratively to the respective amphibious squadron commander.

17014. MARINE CORPS DEPLOYABLE MEDICAL SYSTEMS

1. As the MEF/MEB deploys, the expectation is that units will be brought to their full wartime complement of HSS personnel through Bureau of Medicine and Surgery HSAP program. HSS units that are organic to MEF/MEB are primarily staffed and equipped to provide first responder and FRC capability in support of MAGTF operations. Because of the necessity for MAGTF organic HSS units to conform to the mobility requirements of their supported units, they are not tasked to provide definitive, restorative, rehabilitative, or convalescent care. During expeditionary operations, the combined HSS capabilities of the ESG and the LF provide the entire continuum of care in support of MEF/MEB. MEF/MEB organic units facilitate the task organization of MAGTF HSS as required by the specific mission. Embarked HSS personnel shall report to the ship's Senior Medical Officer (SMO). While embarked aboard ship, corpsmen assigned to Marine units have their own responsibilities associated with the embarked Marines and may help the ship's organic HSS personnel. However, embarked HSS personnel will assist ship's company HSS personnel in caring for embarked personnel and casualties.

2. Phasing Support Ashore. During the movement phase of amphibious operations, the ESG has overall responsibility for HSS services to embarked personnel. The LF HSS personnel aboard ESG ships augment HSS departments by providing care to embarked personnel using the ship's HSS facilities and supplies. Class VIIIA equipment will not be used aboard ship unless authorized by the MAGTF commander in response to an emergency.

3. During the assault phase, HSS ashore is limited to the capabilities organic to combat units. When the tactical situation permits, BASs are established and evacuation stations expanded and staffed by the supporting Medical Battalion. When established with the LF support party (LFSP), the medical detachment of a combat logistics battalion/regiment (CLB/R) provides MEF/MEB with BASs serving in the primary role of evacuating assault force casualties to the CRTSs.

4. Following the landing of supporting BASs, the expansion of HSS facilities ashore begins and BASs are relieved to conduct their missions in support of parent battalions. During follow-on assault, HSS shifts its posture to achieve shore-based healthcare consistent with expected combat intensity and

duration, independent of sea-based capabilities.  If a sustained land campaign is envisioned, additional HSS is provided by expeditionary medical facilities (EMFs) and/or hospital ships.

17015.  <u>CASUALTY RECEIVING TREATMENT SHIPS (CRTS)</u>

1.  The commander, ESG, designates specific ships as primary CRTSs to provide FRC capability to the LF during expeditionary operations.  Primary CRTSs have laboratory (including blood) and radiology capability to support surgical suites.  During expeditionary operations, primary CRTSs are staffed with surgical and nonsurgical personnel who are required to provide extensive trauma support.  Ships designated as primary CRTSs include the large-deck amphibious ships (LHAs, LHDs).

2.  The ESG commander may designate other amphibious ships as secondary CRTSs.  At a minimum, the ship should have the capability to receive and treat casualties, given that appropriate HSS materiel and personnel are available to provide resuscitative care.  Ships designated as secondary CRTSs include Landing Platform Deck (LPD) and Landing Ship Deck (LSD)-Class ships.

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## Annex A - COMBAT OPERATIONS CENTER (COC)

## 1000.  OVERVIEW

1.  The COC is the CG's primary C2 node, located within the core of the tactical Command Post (CP).  The COC falls under the staff cognizance of the G-3 COPSO.  The billets described within this Annex, and shown in Annex E, as a part of the COC watch are and will remain flexible, and may change based upon phase of operation and personnel assigned.

   a.  The CP includes all necessary personnel, information collection and monitoring systems, as well as the communications necessary to process timely information in support of both current and future operations.

   b.  The COC provides the means for the CG to maintain situational awareness of the battle space and support his decision making cycle.

   c.  The staff provides key personnel to stand watch inside the COC, where, under the SWO, they continually monitor, record, and supervise current operations across the MEF AOR.

   d.  The staff operates from within the remainder of the CP to feed information to, and pull information from the COC, in order to facilitate planning of operations beyond the next 48 hours.

   e.  Ideally, the MEF CP/COC will operate from a suitable hardstand location for protracted operations, or naval shipping for operations of a shorter duration or in an environment where operating under canvass is not appropriate.  In an expeditionary environment, the MEF CP is generally comprised of a Capability Set 1 (CAPSET 1), and other C2 suites as appropriate (such as Deployable Joint Command and Control System (DJC2)).

2.  The operational concept depicted in Figure A-1 represents a fully networked MEF battlespace configuration using CAPSETs for tactical CPs and COCs down to a company level.  This view portrays connectivity to theater and national assets and the ability to disseminate information throughout the force.
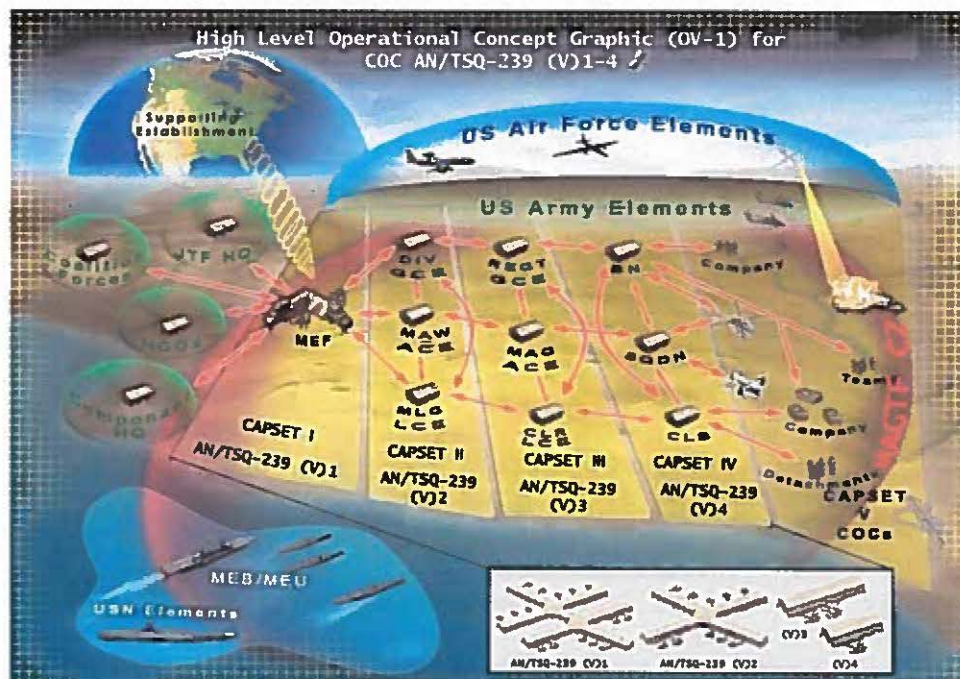


Figure A-1:  COC Operational Connectivity (OV-1)

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## 1001.  ORGANIZATION

1.  Figure A-2 depicts the II MEF G-3 COPS/COC Organization by Table of Organization (T/O).
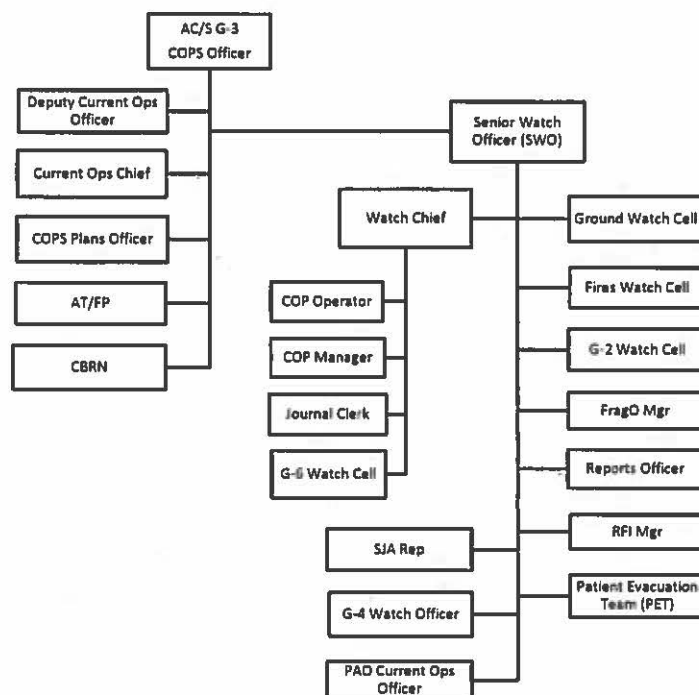


Figure A-2:  COPS/COC Staffing under G-3.

## 1002.  COC STRUCTURE

1.  The CP consists of the Command Group, and the Battle Staff with many functional parts and spaces, to include the COC.  The COC is the core of the CP, where the current fight is fought; it is the focal point for all supporting staff actions.  The COC is led by the SWO and is manned by subordinate Watch Standers from across the staff.  The mission of the COC is to form a centralized and cohesive team in order to achieve persistent situational awareness from which to inform the CG in his decision making and in exercising C2 of assigned forces.

2.  Command Group.  The Command Group is the primary decision making body and consists of the MEF Commander, Deputy CG, CoS, and senior enlisted advisors.  The commander may delegate decision authority; however, CG II MEF will retain decision authority for CCIRs, significant changes to the OPORD, operational control issues, shift in main effort, and commitment of the reserve.  Further details for decision authorities are found in Annex K.

3.  Battle Staff.  The Battle Staff consists of the principal staff officers (AC/S G-1 through G-10), Special Staff Officers (Protocol, SJA, Chaplain, Medical Officer, and PAO, IMO), and represents the CG's primary advisors who monitor the areas under their specialty.  They make decisions regarding routine matters involving support required for mission accomplishment.

Vertical and horizontal staff integration is achieved through a battle rhythm of B2C2WG in direct support the commander's decision cycle.

4. <u>Senior Watch Officer (SWO)</u>. The SWO manages the COC. While the SWO may not be the most senior officer within the COC, he or she possesses authority delegated from the commander to task, make decisions, issue orders, gather information and manage both the COC and the current fight. To accomplish the mission and comply with commander's guidance and intent, the SWO is the immediate supervisor for the principal COC watch standers and all liaison personnel while responsible directly to the G-3 COPSO.

5. <u>Watch Standers</u>. As the COC is the primary control node for all operational issues and information flow, it will be staffed at all times with qualified personnel from each Battle Staff section. Personnel assigned to fulfill a role within the COC will be experts in their functional area. In the same manner that the COC provides situational awareness to the Command Group, personnel assigned to a shift in the COC maintain situational awareness on current efforts within the COC and offer assessment and recommendations as appropriate.

6. <u>Access</u>. Access to the COC is controlled. Only those personnel assigned to the COC or possessing legitimate business with COC personnel will be authorized access.

1003. <u>COC FUNCTIONS</u>

1. The COC is the organizational domain of MEF G-3 COPS. COPS is responsible for the activities that occur on the watch floor. They are supported by a staff to assist in transitioning FRAGOs into current operations as well as facilitate the transition of future plans into current operations. In order to build and maintain timely and correct situational awareness of the current situation and to enable decision making that advances mission accomplishment, the MEF COC is organized into functional and integrating cells that promote rapid distribution of relevant information. Each cell has clearly defined tasks and possesses the latitude to interact as required with other cells whose knowledge is required for the situation.

2. Manning of the COC varies based upon mission requirements. The COC must be sufficiently manned to support 24-hour operations, normally organized and manned in two (12 hour) watch sections. Timing and method of shift changes is at the discretion of the COPSO.

1004. <u>COC TASKS</u>. The primary task of the COC is to maintain situational awareness of current operations to enable the commander's decision cycle. The COC manages COPS through a repeatable and traceable information management plan and decision making process with the goal of maintaining the persistent situational awareness of the Command Group, Battle Staff, MAGTF, and or other forces assigned, of the friendly and enemy situation. Related functions of the COC include but are not limited to:

1. Manage the execution of current operations.

2. Maintain, track, update, and publish the Commander's Standing Notification Events (CSNEs). This includes:

    a. <u>Commander Critical Information Requirements (CCIR)</u>.

    b. <u>Requests for Information (RFI)</u>.

    c. <u>Named Area of Interest (NAI)</u>.

d. **Target Area of Interest (TAI)**.

3. Receive, analyze, and direct the flow of information coming into the COC to ensure key personnel receive pertinent information in a timely manner to accomplish assigned tasks and to inform operational reports to and from higher, adjacent, supporting and subordinate commands.

4. Prepare, mine data, and disseminate the commanders' operational reports to higher, adjacent, supporting, and subordinate commands.

5. Maintain and display disposition of the friendly and current enemy situation.

6. Monitor tactical operations and expeditiously report SIGEVENTS or serious incidents to the Command Group, Battle Staff, and other units as required.

7. Manage the status of combat essential equipment and supplies, and advise the Command Group and Battle Staff of significant incidents or resource shortfalls.

8. Advise the Command Group, Battle Staff, higher, adjacent, supporting, and subordinate commands of any event or information of immediate concern affecting the MAGTF, Task Force (TF) and JTF Area of Operation (AO).

9. Monitor the status of communications with higher, adjacent, supporting, and subordinate commands. Ensure the C2 status board is maintained within the COC.

10. Brief the CG and DCG, CoS, AC/S, or any official visitor on the current situation as required.

11. Report all tripped CCIRs, SIGEVENTS, or incidents to the AC/S G-3, Command Group, Battle Staff, higher, adjacent, supporting, and subordinate commands.

12. Provide the CG with recommended solutions to tactical problems related to the current battle.

13. Transmit orders, guidance, plans, and tactical decisions to subordinate, supporting, adjacent, and higher headquarters as required.

14. Coordinate Rear Area Security (RAS) through the MHG and LE Battalion.

15. Facilitate the control of multiple maneuver elements.

16. Plan and allocate immediate fire support as required.

17. Establish, monitor, and disseminate internal fire support coordination measures and procedures, and monitors and disseminates higher headquarters-directed fire support coordination measures and procedures.

18. Monitor the development and execution of the ATO.

19. Monitor BDA and enemy effectiveness on executed targets.

20. Manage the apportionment of aviation assets with HHQ as appropriate.

21. Ensure that the COC can operate in a manual environment due to loss of power or C2 system functionality.

**1005. COPS ROLES AND RESPONSIBILITIES**

1. **Current Operations Officer (COPSO)**. The OIC of the COC is the COPSO. The COPSO has overall responsibility of managing all aspects of the COC. The COPSO trains and leads the COC personnel by coordinating current operations, analyzing battlespace information, and managing information flow to

facilitate command and control, generate situational awareness, and support decision-making. The COPSO monitors the progress of tactical operations and reporting of SIGEVENTS to the Command Group, Battle Staff, HHQ, and adjacent and subordinate commands as required. The COPSO transmits orders, plans, and tactical decisions to adjacent, supporting, subordinate, and supported commands. The COPSO monitors the status of combat essential equipment and supplies, advises the Command Group of significant incidents or shortfalls that affect operations, and directs the distribution prioritization of the MEF resources.

2. Deputy Current Operations Officer (DCOPS). Serves as the COPSO's principal assistant and discharges his duties in his absence.

3. Current Operations Chief (COPS Chief). Senior enlisted member of COPS. Reports directly to the COPSO. Responsible for:

    a. Producing the watch bill.

    b. Oversight of all enlisted watch standers and performance of duties of Watch Chiefs, C2PC operators, and Journal clerks.

    c. Training of all enlisted G3 members of the COC.

    d. Coordinating all physical and technological requirements of the COC.

    e. Ensuring the CG's briefing requirements (morning brief, daily Operations / Intelligence Brief, ad hoc boardwalk briefs) are properly created and maintained.

    f. Maintaining situational awareness of all G-3 COC operations.

    g. Supervising upkeep and general police of the COC as required.

    h. Coordinating implementation of the Continuity of Operations Plans.

4. COPS Plans Officer. The COPS Plans Officer is directly responsible for integrating the transition of operations from future operations to current operations. Works directly with future operations planner's to ensure a smooth and seamless transition of the planning process. The COPS Plans Officer physically resides in the G3 wing, behind the COPSO.

5. Senior Watch Officer. The COC SWO is responsible to the COPSO for the orderly and effective operation of the COC. The SWO is in charge of the watch floor and directs the actions and activities of Watch Standers. The SWO's primary responsibilities are battlefield awareness and information management. As such, the SWO must be experienced in staff work, able to correctly assess the capabilities of C2 agencies, and evaluate the importance of information. The SWO is responsible for coordinating the efforts of all the various COC Watch Officers in the prosecution of the current operation. The SWO must maintain full awareness of the general situation within which II MEF is operating, and must keep the COPSO and command group informed of any changes. This responsibility involves monitoring the situations of higher, adjacent, and supporting commands.

6. Watch Chief. The Watch Chief is the senior enlisted watch stander from the G-3. The Watch Chief assists the SWO and Ground Watch Officer (GWO) in the performance of their duties. Specific duties include:

    a. Serve as COC Watch Officer in the absence of the SWO/GWO.

    b. Track current friendly situation.

    c. Ensure the Command Journal is maintained.

    d. As required, prepare and publish the COC shift change with SWO.

 e. Provide operational briefings as required.

 f. Maintain situational awareness in all COC matters.

 g. Ensure that unit boundaries are properly maintained, including coordination with MSEs, higher HQ, and adjacent units.

 h. Ensure the COP display is current.

 i. Ensure that all COC briefs are properly created and maintained.

 j. Supervise COP Operator and Journal Clerk in their duties as required.

 k. Supervise the upkeep and general police of the COC.

7. <u>Ground Watch Officer</u>. The COC GWO is responsible to the SWO for monitoring, coordinating, and maintaining battlefield awareness of ground operations in the II MEF AO.

 a. Serve as the SWO's subject matter expert on all ground operations.

 b. Assist the SWO in the performance of his duties as required.

 c. Assume the duties as the SWO in his absence.

 d. Maintain situational awareness of all on-going operations and events within AO.

 e. Stay informed of upcoming operations.

 f. Ensure the significant events are recorded and reported to the appropriate primary staff, sections, and higher headquarters (HHQ).

 g. Update Current and Future Operations slides and provide to HHQ as required.

 h. Create/update specific information slides as required.

 i. Ensure MSEs meet proper reporting requirements.

 j. Ensure the COP is current.

 k. Provide oversight of all Command Journal entries.

8. <u>Command Journal Clerk</u>. The Journal Clerk collects, organizes, documents, and maintains information, message traffic, and SIGEVENT activity flowing through the COC. The Journal Clerk assists the Watch Chief and GWO by logging SIGEVENTs into the Command Journal, and maintains a digital log of events for the historical record. See paragraph 1013 for additional information.

9. <u>Common Operating Picture (COP) Manager</u>. The COP Manager assists the SWO/GWO and Watch Chief by conducting battle tracking for all units on operational maps while ensuring the digital C2 systems are functioning properly. ***This billet is normally filled by a Contractor from the IMO.***

10. <u>Common Operating Picture (COP) Operator</u>. The COP Operator works for and reports directly to the Watch Chief. The COP operator is responsible for:

 a. Maintaining the COP.

 b. Maintaining unit position reports.

 c. Providing oversight of the Journal Clerk.

11. <u>Reports Officer</u>. Responsible for the production and submission of all required reports to HHQ. Billet can be combined with RFI manager and FRAGO manager as tempo of operations allow. The COC watch floor assists the

Reports Officer through compilation of information and dissemination as required. The Reports Officer physically resides in the G3 wing, adjacent to the COC entrance.

12. <u>Request for Information (RFI) Manager</u>. The RFI Manager is responsible for the overall management of request for information process for the MEF. The RFI Manager works with staff section RFI managers to answer RFIs in accordance with procedures in paragraph 1010 of this Annex. The COC watch floor assists the RFI Manager as required and to maintain 24 hour coverage of RFI management. The RFI Manager physically resides in the G3 wing, adjacent to the COC entrance.

13. <u>Fragmentary Order (FRAGO) Manager</u>. The FRAGO Manager physically resides within the G3 wing and is responsible for:

    a. Drafting and editing FRAGOs for content, format, and administrative correctness.

    b. Distributing FRAGOs for staff comment and estimates of supportability.

    c. Tracking status of all FRAGO's within the command action tracker.

    d. Coordinating with G-3 COPS, FOPS, Plans, SWO, the Reports Officer and the Journal Clerk to ensure orders are properly numbered and posted to the II MEF Command Portal and in Chat for dissemination.

    e. Maintain records to include print and electronic libraries of all incoming and outgoing orders and ensure the distribution of orders. Orders include, but are not limited to, WARNOs, FRAGOs, Execute Orders (EXORDs), OPORDs, and Planning Orders (PLANORDs).

    f. Verifying FRAGOs have been received by subordinate units after posting.

14. <u>Current Fires Watch Officer</u>. The Current Fires Watch Officer is responsible for monitoring, coordinating, and supervising the execution of lethal and non-lethal fires in support of operations. As the senior Fires Coordination Center Officer in the COC, he is responsible for the organization, operation, and supervision of the Force Fires Section's watch team, and the coordination of their efforts with the Air and Ground Watch Officers. During operations, he supervises and coordinates their efforts.

    a. Monitor, and assist in the execution of the attack plan (includes coordinating with Air WO concerning aviation items such as ATO/ITO, awareness for CAS availability, UAV coverage, and assault support).

    b. Report significant events or incidents (to include NBC attacks) to the COPSO, SWO, and other appropriate COC personnel or agencies.

    c. Assist, as necessary, in the resolution of fire support conflicts or in the coordination of fire support requests with HHQ concerning clearance issues, new FSCMs, and approval of certain type missions IAW published orders.

    d. As necessary, prepare requests to obtain additional supporting arms support from higher, adjacent, and supporting commands.

    e. Review the fire support plans of subordinate and adjacent commands.

    f. Coordinate with the SWO for the dissemination of fire support coordination measures to higher, adjacent, supporting, and subordinate commands.

g.  Coordinate with the SWO and Intelligence Watch Officer to ensure that FSCMs support the disposition of higher, adjacent, and supporting forces, to include collection assets.

h.  Maintain a journal of significant fire support events.

i.  Provide input to the COPSO and SWO such that they are prepared to brief the Commanding General, Chief of Staff, or any official visitor on the current fire support situation and targeting plans and operations.

j.  Conduct the Fires portion of the Ops/Intel brief and other briefs as directed by the AC/S G-3, COPSO, Deputy COPSO, or SWO.

k.  Ensure that pertinent information regarding targets, radar hits, FSCMs is maintained on the appropriate maps.

l.  Keep the Intelligence Watch Officer advised of target information that becomes available through supporting arms sources and performs hasty target analysis in conjunction with the Intelligence Watch Officer.

m.  Assist with the Coordination of Collateral Damage Estimate (CDE) requirements with the Target Information Officer (TIO) in order to determine fire mission CDE on targets.

n.  Prepare to operate JADOCS for No Strike List verification, if required.

o.  Coordinate with FECC Planners for future planned events.

p.  Ensure communication and data connectivity with required higher, adjacent, subordinate, and supporting units.

q.  Supervise the collection, collation, and submission of required reports.

r.  Maintain the FECC web page for currency.

15.  Current Fires Watch Chief.  The Current Fires Watch Chief's primary responsibility is to assist the Force Fires Watch Officer in the execution of his duties, the functioning of the Fires Watch Section's assets, and the supervision of the section's watch personnel.

a.  Assist the Fires Watch Officer with the flow of information within the fires section.

b.  Ensure that all required reports, databases, websites, and related assets are kept current and consistent with all other common tactical picture systems employed in the COC.

c.  Ensure the functionality/connectivity of all required communication and data systems.

d.  Ensure messages, plans, orders, and other fires information are incorporated into operations.

e.  Coordinate the section watch bill with the Current Operations Chief.

f.  Collate information and submits required reports to the appropriate personnel and agencies.

g.  Perform the duties of the Current Fires Watch Officer in his absence.

h.  Serve as Subject Matter Expert on AFATDS and is able to operate JADOCS, and C2PC.

16.  AFATDS Operator.  The AFATDS Operator assists the Force Fires Watch Officer and Watch Chief in executing their duties.

a. Operate and maintain C4I systems.

b. Process fire missions and Plain Text Messages as required.

c. Disseminate Fire Support Coordination Measures (FSCMs) to higher, adjacent, and subordinate units.

d. Monitor the information posted to C4I systems and alerts the Current Fires Watch Officer or Watch Chief of discrepancies.

e. Pull mission or other data as required from C4I systems.

f. Coordinate and assist the TPC with counter-fire missions when required.

17. <u>Air/Fires Officer</u>. Responsibilities include:

a. Ensure FW and RW assets are being routed to the appropriate targets to be destroyed, degraded or neutralized per the Attack Guidance Matrix.

b. Work closely with the Air Watch Officer to ensure appropriate FW and RW assets weaponeering and routing of flights match to target sets.

c. Maintain dialogue with Air Watch Officer and Current Fires Officer for BDA, de-confliction of Fires, Airspace, tracking of friendlies and enemy personnel and No Strike List.

18. <u>Air Watch Officer</u>. The Air Watch Officer is the Air Officer's direct representative in the COC and is qualified to advise the COPSO and SWO on all matters pertaining to air employment.

a. Advise the COPSO and SWO on air capabilities and limitations.

b. Transmit decisions and requirements with respect to employment of air support to the appropriate air support control agency for action.

c. Keep the G-3 COPSO and SWO informed of:

(1) Air support requested and accountability of the air support provided.

(2) Ordnance restrictions and policies which may affect the availability and/or utilization of air support.

(3) Recommendations and information on coordination of fire support matters received through air support channels.

(4) Requests for clearance and coordination of support missions involving external tactical or supporting arms elements.

(5) Tracks probable changes or modifications to planned air support due to weather, aircraft availability, enemy air threat, etc.

(6) Tracks location of air strikes in the proximity of friendly troops and the requirement for establishing coordination measures.

(7) Monitors the Tactical Air Request/Helicopter Air Request (TAR/HAR) net or Joint Air Request Net (JARN) in the COC in conjunction with the Direct Air Support Center (DASC) for information/concurrence on immediate air requests.

(8) Performs such other COC duties as required.

19. COC Watch Standers are the direct representatives of their respective Principal Staff, but work for the SWO on the Watch Floor. They are therefore expected to be entrusted with a degree of decision-making authority by their Staff Principal in addition to possessing the Military Occupational Specialty

expertise befitting the COC duty to which assigned. They are empowered to make decisions to enable rapid and informed decision making, and provide advice on areas within their area of expertise.

20. <u>Intelligence Watch Officer</u>. Is the primary G-2 staff officer for coordinating intelligence activity with COC personnel. The Intelligence Watch Officer is the direct representative of the G-2 to the COC and is responsible for ensuring coordination with MSE/E, higher and adjacent Intelligence Watch Officers in order to provide the COC with a clear and concise picture of the current enemy situation.

    a. Monitor current enemy and friendly situation in order to apprise the SWO and the staff sections of threats and potential friendly maneuver opportunities.

    b. Monitor NIPRNET and SIPRNET email message traffic, MIRC/IWS rooms and radio nets IOT maintain situational awareness and communicate with higher, adjacent, and subordinate commands via their Watch Officers.

    c. Monitor MAGTF and HHQ FragOs to identify and address any specified or implied intelligence tasks.

    d. Facilitate coordination and exchange of intelligence between the COC, G-2, and the TFC.

    e. Develops and briefs the Daily Intelligence Update Brief to the CG and the staff and monitors the preparation of and provides required input to the TFC-generated enemy situation briefs.

    f. Maintain situational awareness of the status of all organic and theater collection assets.

    g. Identifies operational intelligence collection requirements and conducts coordination with the Intelligence Collection Manager, and/or the G-2 OpsO and G-3 in order to task ISR assets to support the scheme of maneuver.

21. <u>Intelligence Watch Chief</u>. The Intelligence Watch Chief assists the Intelligence Watch Officer in the performance of his duties. The Intelligence Watch Chief is a direct representative of the G-2 to the COC and is responsible for ensuring coordination with MSE/E, higher and adjacent Intelligence Watch Officers in order to provide the COC with a clear and concise picture of the current enemy situation.

    a. Assist the Intelligence Watch Officer in providing support to the G-2 Staff or COC SWO.

    b. Monitor NIPRNET and SIPRNET email message traffic, MIRC/IWS rooms and radio nets IOT maintain situational awareness and communicate with higher, adjacent, and subordinate commands via their Watch Officers.

    c. Provide all-source analysis and information concerning weather, terrain, assessments (BDA and otherwise), and enemy weapons, capabilities, and doctrine.

    d. As directed, build intelligence products in a timely manner, ensuring accuracy of all information.

    e. Ensure proper control of classified material within the Intelligence Watch Section.

    f. Ensure timely update of intelligence libraries and products.

    g. Maintain situational awareness of current operations.

h. Maintain situational awareness of the status of all organic and theater collection assets.

i. Maintain situational awareness of activities outside the MAGTF that would influence operations.

j. Assume the duties of other billets within the section as required, including briefing the Daily Intelligence Update brief in the absence of the Intelligence Watch Officer.

22. <u>Patient Evacuation Team (PET)</u>. The Patient Evacuation Team coordinates patient movement for casualties.

a. Coordinate movement from level I/II to the next higher echelon of care.

b. Provide medical regulating (patient movement) from the surgical company level to other level III facilities such as such as Navy Expeditionary Medical Facilities, Casualty Receiving Treatment Ships (CRTS), or other service component hospitals (US Army-CSH and US Air Force EMEDS).

c. Maintain liaison with LCE, Surgical Company, to properly track and distribute blood products for medical treatment facilities.

d. Assume other duties as directed by the chain of Command.

23. <u>G-4 Watch Officer</u>. The Logistics Watch Cell is the AC/S G-4 representative within the COC. The Logistics Watch Cell monitors, coordinates, and supervises the execution of the MEF logistics plan for the current operation. The G-4 may utilize C2 systems within the COC such as CLC2S, BSC3, GCSS-MC and TCPT in the execution of their logistic duty. They provide logistics input to the Command Journal and provide support and sustainment recommendations to the CG, Command Group, and Battle Staff as required.

24. <u>Staff Judge Advocate (SJA) Watch Officer</u>. The SJA Watch Officer is responsible for advising the COPSO on matters that could involve legal repercussions on the battlefield. The SJA Watch Officer is a direct representative of the SJA on the COC watch floor.

25. <u>Public Affairs (PA) Current Operations Officer</u>. The PA COPS Officer is responsible for advising the COPSO on matters occurring on the battlefield that pertain to public affairs.

26. <u>Personnel Recovery Coordinator (PRC)</u>. The PRC is the Personnel Recovery (PR) representative within the COC and is responsible for advising the GWO and SWO on matters related to PR events, within and external to the MEF AO (as required). The PRC has primary responsibility for the following:

a. Provide subject matter expertise and advice, for PR within the COC, to the SWO and GWO on recommended recovery COAs.

b. Monitor, coordinate, and supervise the execution of PR events.

c. Provide the SWO and GWO with PR incident update briefs as required.

d. Maintain active communication with MSC/E PR designated personnel.

e. Notify Joint Personnel Recovery Center (JPRC) director of confirmed reports of PR events.

f. Prepare and submit Search and Rescue Incident Report (SARIR) messages to JPRC.

g. Prepare and send Search and Rescue Situation Summary Report (SARSIT) messages to JPRC.

h. Coordinate and/or conduct PR related training for COC personnel.

27. CYBER Marine. The CYBER Marine manages the Dagger system and feeds internal to the COC.

28. Runner. The COC Runner's primary duty is to maintain the analog map board. Additional duties are assigned by the Watch Chief.

1006. COC WATCH PROCEDURES

1. Watch Turnover Procedures. A multi-shift COC necessitates standard watch turnover procedures. The COC may utilize either a complete, staggered or individual turnover method. The COPSO will determine the method based on the situation. The intent is for the oncoming watch officer or section to quickly gain and demonstrate situational awareness and understand event timing. The time and method of COC Watch turnover is promulgated in the MEF Battle Rhythm and COC watch bill.

a. Complete Relief. A complete relief turnover is designed to turn over the COC watch in the shortest yet most efficient amount of time. It is characterized by a SWO-led turnover brief in which all functions within the COC brief the collective COC (outgoing and incoming reliefs) on the actions that took place during their shift, the status of current and planned operations, SIGEVENTS, and an introduction of what will occur within the next 12-24 hours. A complete relief will occur during a designated period prior to the published turnover time. Upon completion of the briefing and when the SWO is satisfied the desired level of situational awareness has been achieved by oncoming watch standers, the shift change will be official. If desired, the commander may choose to replace the daily Operations and Intelligence (Ops Intel) briefing with the COC turnover briefing.

b. Staggered Relief. It is designed to provide the greatest amount of continuity among the COC watch standers. During a staggered relief, the watch is changed over a three-hour period with one third of the watch changed at the top of each hour. During this relief, watch standers conduct individual turnovers with their relief. When ready, the oncoming Watch Officer briefs the SWO to demonstrate his/her situational awareness of the current situation as it pertains to his/her functional area, to include specific activities underway or anticipated.

c. Individual Relief. Individual relief is the least preferred method of turnover within the COC. It should be performed on a case by case basis with the SWO approving all individual relief cases. The requirements for situational awareness apply for individual turnover as those for the staggered relief.

2. COC Shift Change Procedures

a. Regardless of turnover method, the on-coming watch must ensure they possess the requisite situational awareness to operate. At a minimum, each post will conduct an informal face-to-face turnover to ensure the oncoming watch is familiar with ongoing operations and any significant issues that arose during the preceding watch or are ongoing.

b. Off-going watch will:

(1) Ensure that their relief conducts a face-to-face turnover to ensure all ongoing matters and planned events are understood.

(2) Maintain an informal journal of events occurring during watch.

(3) The SWO will brief any guidance from the CG, CoS, AC/S G-3, or COPSO.

(4) Record any variations in operational tempo and activity, both friendly and enemy.

(5) Assess intangible factors (attitudes, indicators of stress, etc.) perceived in dealing with other command and control agencies.

(6) Note any actions, projects, and or activities currently in progress that will affect the oncoming watch.

(7) Ensure that maps, overlays, and display boards are current.

(8) Brief the oncoming watch on all matters that occurred during the watch to include CCIRs tripped, FRAGOs in effect, and status of ongoing operations. Ensure that oncoming watch standers read and understand the COC Watch Journal, display boards and can articulate the information found therein.

(9) The watch turnover is complete when the oncoming watch has satisfied the SWO that the oncoming watch-stander has attained sufficient situational awareness to assume the post and possesses the ability to articulate it when asked.

c. Oncoming watch will:

(1) Arrive 30-minutes prior to the designated shift change at a minimum.

(2) Read the COC Watch Journal and all display boards and review the past two hours of specific chat room and Main Chat Room conversations and posts. These include attachments as required.

(3) Review the SIGEVENTS List on the II MEF Secure Internet Protocol Router (SIPR) website and the Operations and Intelligence Brief.

(4) Receive a detailed billet-specific brief from the watch-stander being relieved.

(5) Possess an understanding of the current enemy and friendly situation.

(6) Ensure complete situational awareness and understanding of current, ongoing, and planned events before assuming duties.

(7) The oncoming watch will assume the duty once they have attained sufficient situational awareness to assume the post and possess the ability to articulate it when required.

1007. COC INFORMATION FLOW

1. Concept for the Flow of Incoming Information to the COC:

a. The SWO's primary responsibility within the COC is managing information. By doing so, the SWO and the watch standers provide for the timely flow of relevant information that supports all aspects of the planning, decision, execution, and assessment (PDE&A) cycles (Figure A-3) between numerous and potentially widely dispersed units. Once received, the SWO and COC watch standers (with the help of the Battle Staff) must filter, fuse, focus, and disseminate relevant parts of the information via voice,

data, electronic, or collaborative methods contained within the IMP to those that need it to inform and base decisions upon.
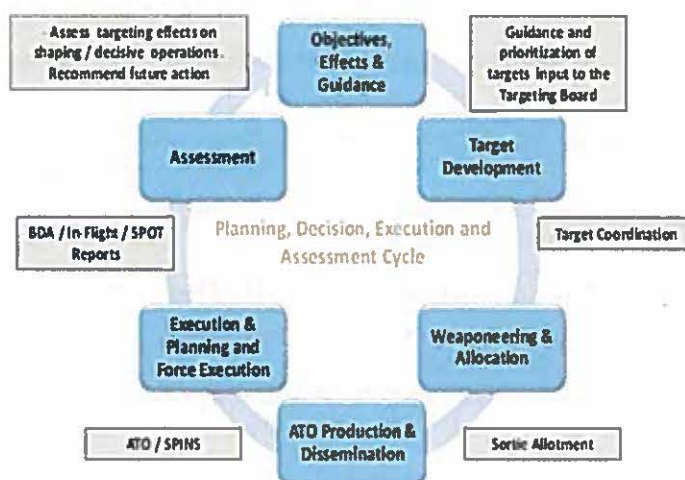


Figure A-3:  Planning, Decision, Execution and Assessment Cycle

b.  If information is being transferred from SIPR to a coalition network or briefed in a combined briefing, a review of the information provided by the Data Transfer Agent (DTA) for clearance and appropriate markings is required before dissemination.

c.  Raw data comes into the COC from multiple methods (HUMINT, SIGINT, SPOTREPS, BDA Reports) and media sources.  Before raw data becomes information that generates a level of understanding to be used in decision making, it must be processed, analyzed, and synthesized.  Once information makes the transition from raw data to information, COC personnel should ask themselves:

(1)  "What do I know?"

(2)  "Who needs to know it?"

(3)  "Have I told them and did they understand?"

(4)  "Have I followed up?"

*It is incumbent upon all COC watch standers to assist in the management of information with emphasis on evaluating the criteria of information and its characteristics in order to determine if there is a need to disseminate it.*

d.  Table A-1 assists the SWO and Watch Officers in evaluating the quality of information received prior to its presentation to the SWO and ultimate dissemination.

Table A-1:  Criteria and Characteristics of Information Received

| Information Quality Criteria | Characteristics |
|---|---|
| Relevance | Does the information apply to the mission, task, or current situation? |
| Timeliness | Did the information arrive in time to make decisions? |
| Accuracy | Does the information convey the true situation? |
| Completeness | Is the information pertinent for the decision maker? |
| Objectivity | Is the information undistorted, factual, and unbiased? |
| Usability | Is the information provided in a common format and easily understood. |

e.  The following information flow procedures will be utilized within the COC.

(1) <u>Step 1- Evaluate the Information Quality</u>.  Evaluate the information received against established information quality criteria for relevance, timeliness, accuracy, completeness, objectivity, and usability. Watch standers must rapidly filter a high volume of information down to what is relevant to the commander to make a decision.

(2) <u>Step 2 – Determine Information Urgency</u>.  Collaborating with the Battle Staff and other watch sections, determine the criticality of the information to the current fight.  Information within the COC is maintained in three categories: routine, pertinent, and exceptional.

(a) <u>Routine Information</u>.  Routine information is information that is not time sensitive.  It does not possess indicators or measurable observations that would lead the SWO and COC Team to recognize the existence or occurrence of conditions or events within the battlespace.  It does not have an immediate operational impact or require an operational decision.

(b) <u>Pertinent Information</u>.  Pertinent information is information that when received can answer / have relevance to one or more CCIRs, NAIs, TAIs, or Decision Points (DP).  Once alerted to an indicator of pertinent information, the SWO and COC staff analyzes and evaluates the information against quality filters before alerting the CG and Battle Staff.

(c) <u>Exceptional Information</u>.  Exceptional information is information that directly affects mission accomplishment and or force survival.  Upon receiving exceptional information, the SWO and COC staff must develop the situation by redirecting collection assets to focus on new indicators.  The SWO can direct the COC to stand by for a Battle Drill to facilitate a quick response while awaiting the Commander's response to the unexpected event.  Exceptional information is:

<u>1</u>.  Unexpected, unplanned, and situation-dependent.

<u>2</u>.  An immediate priority the commander and staff (SWO and COC staff) must address before the operation can continue.

<u>3</u>.  Extremely Time-sensitive.

<u>4</u>.  Sent directly to the commander by the fastest means available.

<u>5</u>.  Applicable to both friendly and enemy situations.

(3) <u>Step 3 - Inform the COC and SWO</u>.  Due to the quantity of information and the variety of communications means in the COC, watch standers must record information and present it to the COC, SWO and other decision makers in a logical, complete, and disciplined manner.  If information is being transferred from SIPR to a coalition network or briefed in a combined briefing, a review of the information provided by the DTA for clearance and appropriate markings is required before dissemination.  Methods used to inform decision makers or to pass and receive information include:

(a) <u>Chat</u>.  Chat is the <u>primary means</u> of communicating information within the COC:  briefs, messages, and attachments will be hung in the main chat room for dissemination.  Information specific to a particular area will be kept in a separate chat room such as Intelligence or Fires unless the entire COC needs the information.  The Watch Chief must ensure chat conversations are backed up for historical purposes.  Watch standers will monitor their particular chat room and the main chat room as determined by the SWO.  Other chat rooms may be monitored for situational awareness. Tasking may occur through chat but significant changes to tasking of

subordinates will require approval by the SWO and should go out via the Command Chat Room.

(b) <u>Video Teleconference (VTC)</u>. Certain issues required a face-to-face briefing or discussion, which is appropriate over VTC. If at a remote location, Watch Standers may utilize a VTC system to discuss specific issues with the SWO. The CG may VTC the SWO for updates on specific issues or a Chat conversation. The VTC conversation may be captured and recorded in chat for tracking and dissemination. Other personnel may have access to VTC systems, but should utilize the headset to preclude excessive noise or conflicting conversations within the COC.

(c) <u>Group Video Teleconference</u>. Group VTC will normally be utilized for larger group briefing including the O&I Brief and broadcast to respective locations for coordination. For command briefs, discussion within the COC must be kept to a minimum.

(d) <u>Defense Collaboration Services (DCS)</u>. DCS provides the means to collaborate online with a group of personnel and review products. Within DCS, point-to-point conversations may be accomplished by "whispering" to an individual. Group discussion is enabled through the use of microphone headsets while the briefing product, usually PowerPoint, is displayed. Information gathered from a DCS should be entered into specific Chat room for dissemination.

(e) <u>Telephone conversations</u>. COC Watch Standers must ensure they have an electronic journal and paper notebook to record telephone conversations. The name, billet, time, and major points of the conversation will be included at a minimum. This information should then be posted in the COC Chat room and, if appropriate, the Command Journal, via the SWO. Issues of significant importance should be posted in the Main Chat Room.

(f) <u>Radio Transmissions</u>. Communications personnel use standard message book forms, "yellow canaries", to record radio transmissions and pass the original and three copies to the Journal Clerk Watch, who passes them to the SWO. The information will also be posted in the COC Chat room and, if appropriate, the Command Journal, via the SWO. Issues of significant importance should be posted in the Main Chat Room.

(g) <u>Liaison Officers and Courier Briefs</u>. Liaison Officers and or Couriers who have information to pass should first provide the SWO with a synopsis of the information. The SWO then decides with whom he or she should share the information. When the intended audience is present, the liaison officer presents a brief. The Watch NCO or Journal Clerk will record it by taking notes in a separate Chat Room for dissemination and may re-post in the Main Chat Room as determined by the SWO. Watch standers receiving the brief take notes as necessary for action or to pass the information on to their relief. The SWO provides the Journal Clerk a copy of his/her notes for the COC Chat Log. The notes are maintained and posted in Chat for review.

(h) <u>Electronic Mail</u>. Personnel receiving Local Area Network (LAN) transmissions that are of importance to the COC should copy the information into a chat window and post it to the Command Chat Room, to the COPSO, DCOPS, SWO, GWO, and Journal Clerk. **Readdressing the message and sending it to individuals with attachments should be eliminated where possible.** The Journal Clerk will print a hard copy and pass it to the SWO. The SWO will determine if the information should be posted to the Incoming Message Binder and / or entered into the Command Journal or posted on the II MEF web page.

(i) <u>CG and other Senior Leader Questions</u>.  COC Watch Standers shall take notes to record and post responses in the RFI chat room.  The SWO will provide the Journal Clerk with a copy of his/her notes which are entered in the COC Chat Log.  Any guidance received which alters the published Commander's Intent or provides added focus to the current battle or future outlook will be encapsulated verbally, passed to all in the COC via Chat, and posted prominently on COC display boards.  If an RFI comes direct to a Watch Stander, he or she will notify the SWO and then take for action or redirect as appropriate (see Section 1010 for further guidance).

(j) <u>Automated Message Handling System (AMHS) Message Traffic</u>.  One copy of all AMHS message traffic will be provided to the SWO.  The SWO will provide guidance on its dissemination and posting to Chat for dissemination.

(k) <u>Staff Visits and Reconnaissance</u>.  II MEF staff officers conducting visits and/or reconnaissance to other commands will prepare a verbal brief and a written trip report.  As required, the verbal report is presented to the COC watch standers upon the staff officer's return provided there is pertinent information to provide.  One copy of the trip report shall be hung in Chat in the main Chat room and in the specific Chat room as appropriate.

(4) <u>Step 4 - Disseminate the Information</u>.  Depending upon the importance, type, and urgency of the information, the SWO decides whether the information will be further disseminated to the CG or other personnel up and down the chain of command and inclusion in the Operations & Intelligence Brief.  *(If information is being transferred from SIPR to a coalition network or briefed in a combined briefing, it must go through the DTA for clearance and marking before dissemination)*.

(a) <u>Urgent Information</u>

<u>1</u>.  If the SWO decides that the information might have an immediate effect on current operations, he or she orders "Attention in the COC," provides a brief synopsis of the information, and directs concurrent routing to the Watch Chief or designated watch stander who makes rapid distribution to appropriate higher, adjacent, subordinate, or supporting units via Chat and followed by email or message traffic as required.

<u>2</u>.  "**Attention in the COC**" will only be used to pass critical information that pertains to the majority of the COC.  All action stops while information is passed verbally.  Each watch officer and liaison officer within the COC is responsible for ensuring information is passed to his/her appropriate counterpart, headquarters, and/or respective staff section and that this action is annotated via chat or other means as required.  The SWO ensures appropriate entries are entered into the Command Journal.  Group addresses will be prepared to disseminate information electronically to necessary command group members or staff sections.

<u>a</u>.  If the information pertains to only one functional area in the COC, the SWO provides the information directly to the appropriate watch officer with necessary instructions within the specific chat room for dissemination

<u>b</u>.  If the information pertains to the G-3 FOPS or Plans Section, the SWO notifies the FOPSO or Plans Officer and provides a brief synopsis while the COC Watch Chief or designated watch stander provides the necessary information within the specific chat room for dissemination.

(b) <u>Routine Information</u>. If the information does not require concurrent routing, the COC Watch Chief or designated watch stander ensures information goes through sequential routing and has the information entered in the II MEF COC Chat Log.

(5) <u>Step 5 - Display the Information</u>. If appropriate, the information is posted to one of the COC information displays, all chat rooms, or II MEF collaborative portals.

(6) <u>Step 6 - Response Required</u>

(a) If the SWO determines that the information requires a formal response via email or message traffic (other than a FRAGO), he or she directs a watch stander to prepare the response.

(b) The SWO will review and approve the response. The SWO maintains his or her tracking file on all responses required and who has been delegated to provide the information.

(c) The watch stander tasked with preparing the response also maintains his/her task in his/her tracking file, briefs his/her relief on the status, and makes notes on the progress, guidance received, and issues/problems relative to the information. Once information is released, the designated Watch Stander will also ensure the response is entered into the Command Journal via the SWO and posted in the Main Chat Room for dissemination within the COC.

(7) <u>Step 7 - Decision Required</u>. If the SWO determines the information obtained requires a decision and possibly a FRAGO, he or she will either direct an impromptu Operational Planning Team (OPT) to discuss a way ahead or, the SWO will direct participation from respective Battle Staffs and pass on the information for action. In the event a FRAGO is required, a decision will be made by the COPSO as to whether a FRAGO will be drafted and who will be the lead for drafting it. Once drafted, the FRAGO will go through the review and release process by the SWO and posted via FRAGO procedures discussed in this chapter.

(8) <u>Step 8 - Store or Eliminate the Information</u>

(a) <u>Store</u>. Main Chat room discussion will be backed up for historical purposes at a minimum every shift change. During high tempo operations, this may require hourly backup. If the information will be required in the future or must be acted upon, the SWO will direct that the information be stored by passing it to the Watch Chief, or designated COC watch stander, who ensures that it is stored, posted to the web, logged in COC Chat, or entered into the II MEF Command Journal. All COC watch standers may submit proposed journal entries for inclusion in the II MEF Command Journal. Proposed Journal entries will be forwarded to the COC Journal Clerk who will, in turn, staff to the SWO for review and final approval. Upon approval, the SWO will direct the Journal Clerk to make the appropriate entry to the II MEF Command Journal.

(b) <u>Eliminate</u>. II MEF receives large volumes of information that is redundant or simply not needed. Storing and routing this information within the COC would quickly render it ineffective. As such, one of the SWO's principal tasks is to eliminate that information which is not needed. The SWO will make this decision and direct that the information not be entered into II MEF permanent records.

2. <u>Concept for the Flow of Outgoing Information</u>

a. <u>Step 1 - Draft Information for Release</u>

(1) Watch Standers will periodically be tasked to create or compile information that needs to be disseminated to higher, adjacent, and/or subordinate commands. This information may be disseminated either formally or informally.

    (a) Formal dissemination includes, but is not limited to:

        <u>1</u>. Official Message.

        <u>2</u>. Facsimile transmission.

        <u>3</u>. SIPRNET/NIPRNET.

        <u>4</u>. II MEF Command Nets.

        <u>5</u>. FRAGOS.

        <u>6</u>. Couriers.

    (b) Informal dissemination includes:

        <u>1</u>. Voice.

        <u>2</u>. Collaborative (SharePoint, Share Drive).

        <u>3</u>. Electronic (Email, Chat).

(2) Information being formally disseminated will be drafted into an appropriate format for review and approval by the SWO. The SWO is responsible for information control and the COPSO is the releasing authority for messages out of the COC.

b. <u>Step 2 - Send Information</u>. Information will be sent using at least two methods, one of which shall contain a means of confirming receipt.

c. <u>Step 3 - Confirm Receipt of Information</u>. Release of information is not complete until the releaser can confirm receipt by the intended recipients. Silence is not consent.

d. <u>Step 4 - Track Required Action (as required)</u>. Specific responses or actions may be required based on the information and needs to be tracked by appropriate section with confirmation by assigned deadline, if assigned. Action complete will be reported to SWO and shown completed in action tracker.

3. <u>Information Exchange Procedures and Prioritization</u>

a. Within the COC, the primary method of information exchange is within a specific chat window. Individual chat may be accomplished for point-to-point conversation for clarity. The secondary method of information exchange is voice. The tertiary method is email, which should be avoided based on the point-to-point nature and volume.

b. External to the COC, the methods of communication /information exchange in priority orders are as follows. Although higher and subordinate commands may monitor chat, formal tasking will normally require additional traffic and coordination.

(1) Chat with a link to the hosting SharePoint repository and associated file.

(2) E-mail with a link to the hosting SharePoint repository and associated file.

(3) Email with an attachment.

        (4) Voice over VoIP/SVoIP/telephone (for urgent information, followed later by e-mail).

        (5) Voice over radio.

        (6) AMHS message and/or fax.

4.  Information Storage or Elimination Procedures

    a.  Elimination of routine information is an individual watch officer responsibility, normally conducted on a 24-48 hour basis.  The Watch Chief is responsible for maintaining a historical copy of Main Chat Room conversations, GENSER messages, e-mail traffic, and newsgroups on a 24-hour basis.  This information will be eliminated only after consultation with the COPSO.

    b.  Storage of information requiring action is the responsibility of the Journal Clerk, who will maintain a listing of all items designated as "action pending" by the Watch Chief or the SWO.  When notification of action completed is received, the document is moved to an "action completed" file.  The status of journal entries is reviewed by the SWO in preparation for the watch shift, to identify those actions that are pending as the oncoming Watch prepares to stand their duty.

1008.  COC BRIEFINGS

1.  Briefings are an essential element of information exchange and in many circumstances will be the primary vehicle through which the Command Group, Battle Staff, Special Staff, MSC/Es, and supporting commands maintain situational awareness.  Depending upon the situation, COC briefs may be conducted verbally using C2PC, (Joint Tactical COP Workstation (JTCW), or Command Post of the Future (CPOF), rather than via a formal slide presentation.  Special consideration is required for SVTC participants to ensure they can see the product being briefed.

    a.  Operations and Intelligence Brief (O & I Brief).  The O&I Brief is provided in accordance with the Battle Rhythm, 30 minutes twice daily, to confirm the staff has synchronized operations across the Lines of Operation (LOOs), and to update the Command Group and Battle Staff on ongoing and planned operations.  The SWO is responsible for compiling the brief, while the COPS Chief is responsible for administrative and display matters.  Staff sections required to present material during the O&I Update brief will forward their slides to the SWO via their appropriate watch officer or update the shared brief.  Timelines for submissions will be established by G3 COPS. Primary briefers and topics for the O&I include:

        (1) SWO

            (a) Opening remarks.

            (b) FRAGO in effect.

            (c) Provide a current SITREP.

            (d) Threat Condition.

            (e) CCIR / NIA / TIA tripped in the past 12 hours.

            (f) FRAGO's issued in the previous 12 hours.

            (g) 12-24 Hour outlook.

        (2) Intelligence Watch Officer provides the intelligence update including enemy forces and actions, and that occurred over the past 24 hours,

as well as a forecast of upcoming actions, including Intelligence, Surveillance, and Reconnaissance (ISR) coverage. The following topics shall be briefed:

  (a) Weather (current and forecast).

  (b) Enemy situation and status.

  (c) Most dangerous enemy Course of Action (COA).

  (d) Most likely enemy COA.

  (e) Priority intelligence requirements.

  (f) Reconnaissance activities (ground and air).

  (g) Significant Intel Events (during watch).

  (3) GWO is responsible for monitoring the friendly situation and ensuring support to the ground scheme of maneuver is provided. The following topics shall be briefed:

  (a) SIGEVENTS from the previous 12 hours.

  (b) Higher / Adjacent / Supporting units.

  (c) Current Mission and Intent.

  (d) Current friendly situation by MSC/E.

  (e) Anticipated next major event(s) for the next 12-24 hours.

  (4) Fires Watch Officer (FWO) provides an overview of all fires activities over the past 12 hours as well as a forecast of the next 12 hours. The briefing should include battle damage assessments if known. The following topics shall be briefed:

  (a) Current and planned fire support.

  (b) Coordination Measures in effect.

  (c) Fire Support Coordination Measures (FSCM).

  (d) Priority of Fire.

  (e) Weapons status/shortfalls (Army Tactical Missile System (ATACMS) / Multiple Launch Rocket System (MLRS) / Precision Guided Missiles (PGMs) non-aviation).

  (f) Air Defense Status.

  (5) Air Watch Officer. The Air Watch Officer provides an overview of air operations from the previous and next 24 hours, in addition to the status of aircraft material readiness. The following topics shall be briefed:

  (a) Status of the Marine Aircraft Wing (MAW) Tactical Air Command Center (TACC).

  (b) Aircraft material readiness by Type/Model/Series.

  (c) Rotary wing sorties in direct support.

  (d) Fixed wing sorties in direct support.

  (e) Direct support CAS / EW.

  (f) Rotary wing sorties on call.

  (g) Fixed wing sorties on strip alert.

(h) Status of Forward Arming and Refueling Points (FARP).

(i) Aviation Precision Guided Munition Status.

(6) G-4 Watch Officer will brief any significant logistical activities that occurred/ will occur during the previous and next 12 hours. They will brief MSC/E equipment and supply readiness, by MSC/E, and class of supply.  The following topics shall be briefed.

(a) Status of Force (readiness by commodity).

(b) Critical deficiencies.

1. CLASS I - Food & Water.

2. CLASS III - Fuel.

3. CLASS V - Ammunition.

4. CLASS VII - Major End Items.

(c) Update on logistics Friendly Force Information Requirements (FFIRs).

(d) Equipment destroyed and replacement issues.

(e) Very Important Person/Distinguished Visitor (VIP/DV) movements.

6. Status of Health Services.

(7) Information Operations Watch Officer (IOWO).  The IOWO will brief all information operations executed, or planned for execution to include:

(a) Computer Network Operations.

(b) Computer Network Attack.

(c) Computer Network Defense.

(d) Military Deception Operations.

(e) Public Affairs Issues.

(8) Communications Watch Officer will brief the status and proper functioning of the COC C5I systems architecture, to include data, voice and collaborative systems connectivity within and external to the COC.  The following topics shall be briefed:

(a) Status of communications systems (voice, data and collaborative).

(b) Status of MSC/E communications (voice, data and collaborative).

(c) Any planned outages.

(d) Status of communications with forward, rear, and mobile Command Posts.

(9) Civil Affairs/Civil Military Operations (CMO) Watch Officer will brief, as part of the maneuver element, any CMOs that could negatively affect the MEF's ability to maintain its maneuver capability in combat or respond to crisis, humanitarian assistance relief, or natural disasters.  The following topics will be briefed:

(a) Status of subordinate CMO Centers.

(b) Status of administrative, logistic, communications support to CMO forces.

(c) Coordination between CMO and interagency, intergovernmental organizations (IGOs), non-governmental organizations (NGOs), host nation (HN) support or private sector.

(d) Status of CMO strategic, operational or tactical objectives.

(e) Any potential of risk to maneuver force elements.

(10) Anti-Terrorism/Force Protection Watch Officer. The Force Protection Watch Officer will brief the following topics:

(a) Any previous or predicted changes to the II MEF Force Protection conditions within the MEF AO.

(b) Area security status and operations.

(11) Personnel Watch Officer will brief the following topics:

(a) Administrative Issues.

(b) Status of Personnel and the impact on operations in the next 12-48 hours.

(c) EPW status.

(d) Safety/Chaplain issues as necessary.

(12) Staff Judge Advocate (SJA) Watch Officer will brief the following topics:

(a) Rules of Engagement.

(b) Violations to the Law of Armed Conflict.

(c) Detainee Status.

(d) Investigation Status.

(13) Liaison Officers (as required) will brief the status of their parent command and issues to include the next 24 hours of operations and potential shortfalls to mission accomplishment.

(14) Headquarters Commandant will brief administrative and logistics issues concerning the headquarters function.

(15) Current Operations Chief will brief administrative issues associated with the COC.

(16) Current Operations Officer will review tasks from the Command Group, provide suspense timelines for products due, and provide closing comments.

b. _Watch Changeover Brief_. The Watch Turnover Brief will be maintained on the MEF SharePoint site in accordance with the Information Management SOP. The SWO is responsible for ensuring each watch, cell, and center within the COC update all COC personnel on their functional area. A "link" is provided for the Watch Changeover Brief template.

c. _COPS Synchronization Briefs_. A best practice when working with adjacent COCs is a COPS Synch with the COPSOs, SWOs, and Watch Chiefs of the MEF and adjacent units (physically co-located or via VTC as required). In amphibious operations, the adjacent unit will likely be the Expeditionary Strike Group (ESG). The purpose of the COPS synch is to ensure the adjacent COCs are familiar with expected operations over the next 24 hours and ongoing

operations from each command. The COPS Synch should not be a Battle Rhythm event. It should be scheduled to maximize the benefit of the brief and should be no more than 15 minutes to ensure a concise synchronization and facilitate updates.

　　　　d. Transition Briefs. COPS should ensure Transition Briefs with FOPS are scheduled as on-call events within the Battle Rhythm or as a part of preexisting FOPS BR events. If possible, the Transition Briefs should be given to the COPSO with both SWOs and both Watch Chiefs to maximize efficiency. If all cannot be present, the COPSO should receive the formal transition for each mission and brief plans transitioned to the SWOs and Watch Chiefs upon receipt.

1009. CCIR. See ANNEX B.

1010. COC RFI PROCEDURES

1. Definition. An RFI is a formal means to ask questions or request information on a subject that requires a formal response from the SME. RFIs are specific, time sensitive, ad hoc information requirements to support an ongoing crisis or operation not necessarily related to standing requirements. General questions for clarification or information purposes do not meet the level of an RFI. All RFIs, regardless of type, go through the II MEF RFI Manager for tracking and accountability purposes. RFIs are never generated by one II MEF staff section to another, although this does not preclude coordination and discussion across sections and should not limit coordination in any way.

2. RFI Business Rules

　　　　a. The RFI process is a formal information request of II MEF, made by HHQ or a subordinate or supported unit that does not possess the organic means or resources to answer the question or satisfy the issue in question. All RFIs should be tied to planning and execution, and ideally, should be linked to a validated planning assumption and CCIR.

　　　　b. The RFI process shall not replace subordinate and or supported unit staff action.

　　　　c. Each II MEF Principal Staff section, as well as subordinate, and supported units shall nominate an RFI Action Officer to act as the point of contact in order to ensure RFIs are submitted, tracked, answered, and posted for dissemination appropriately.

　　　　d. II MEF intelligence RFIs and non-intelligence RFIs are tracked separately.

　　　　　　(1) The II MEF AC/S G-2 assigns a G-2 RFI Manager and manages the intelligence RFI process.

　　　　　　(2) The II MEF AC/S G-3 assigns a G-3 RFI Manager and manages the non-intelligence RFI process.

　　　　e. The RFI process is executed on the II MEF SharePoint site to provide widest visibility, status, and responses to the requests.

　　　　f. RFIs can be initiated by the requesting unit's RFI Manager through the II MEF RFI SharePoint site located on the II MEF SIPRNET Home Page or appropriate Shared Portal dependent on the Operation or mission rehearsal.

　　　　g. Standard time to answer any RFI is 96 hours, although this time frame can be adjusted to fit the requirements by the RFI Manager.

h. Before an RFI may be released to the RFI Manager for posting, it must be approved by the principle staff member of the section to which the RFI was assigned. Where possible, RFIs shall have O-6 approval. An exception is granted for Principal Staff members who are O-5s.

3. **RFI Inbound/Outbound Process**

a. Inbound RFIs are collected in the II MEF Portal SharePoint database. Depending on the subject matter of the RFI, either the Intelligence or G-3 RFI Manager will validate and forward it to the appropriate Principal Staff section. Validation ensures the RFI is not redundant with previous requests and that the request possesses the necessary detail required forwarding the RFI on to the appropriate staff section for action or HHQ as required.

b. Following validation, the RFI Manager forwards the RFI to the appropriate MEF Principal Staff sections for review and action.

c. Once the Principal Staff section reviews the RFI, they either answer the RFI or recommend the RFI be forwarded to the appropriate level (HHQ or otherwise) via their RFI process for response.

d. If the RFI is answered by the Principal Staff section and the answer is populated in the SharePoint database, an electronic message notification is sent to a predetermined address list of RFI points of contact with a link to the RFI response.

e. Once the next HHQ answers the RFI, the II MEF RFI Manager must transfer the RFI answer into the II MEF RFI SharePoint database, add the link to the product, and send an electronic notification via email to a predetermined distribution list of RFI points of contact.

f. It is imperative that the RFI process be linked to the G-3 IMP to ensure appropriate electronic linkages and collaborative sites and automatic notifications are available to all RFI Managers and Action Officers.

g. Figure A-4 is a pictorial representation of the II MEF process.



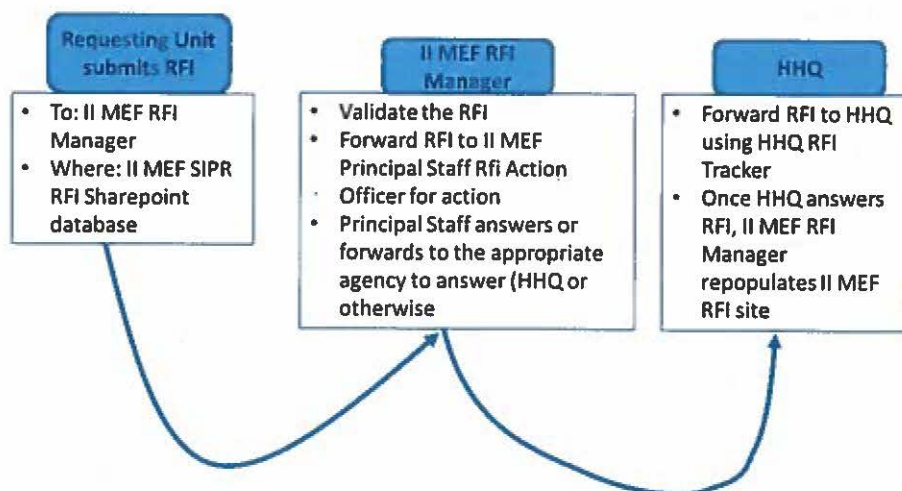| Requesting Unit submits RFI | II MEF RFI Manager | HHQ |
|---|---|---|
| • To: II MEF RFI Manager<br>• Where: II MEF SIPR RFI Sharepoint database | • Validate the RFI<br>• Forward RFI to II MEF Principal Staff Rfi Action Officer for action<br>• Principal Staff answers or forwards to the appropriate agency to answer (HHQ or otherwise | • Forward RFI to HHQ using HHQ RFI Tracker<br>• Once HHQ answers RFI, II MEF RFI Manager repopulates II MEF RFI site |

Figure A-4: RFI Process

1011. **COC FRAGO PROCESS**. The FRAGO process will be conducted IAW ANNEX C.

1012. **COC COMMAND JOURNAL PROCEDURES**

1. **Overview**

    a.  The II MEF Command Journal is the central repository for officially documenting, recording and sharing significant events occurring within the MEF AO.  It serves as rolling brief and the historical record of key events, activities, decisions and operations across II MEF and the higher, adjacent, and subordinate reporting chain.  The input to the Command Journal is provided by a variety of sources, to include II MEF MSC/Es, HHQ, as well as the MEF Battle Staff, COPS, FOPS, SWO, and COC Watch Officers.

    b.  The Command Journal is maintained in a web-based database on the II MEF Portal and is displayed within the COC.  The AC/S G-3 has ultimate responsibility for the Command Journal, and it is managed by the II MEF SWO.  The SWO is assisted in executing these responsibilities by the II MEF GWO, Watch Chief, and Journal/C2PC Clerks.  It is essential the entries are clear, concise, and recorded in a consistent manner.

2.  Command Journal Submission Instructions

    a.  Events that are to be entered into the Command Journal (SIGEVENTS) are submitted by the Watch Chief or forwarded to the II MEF Journal / C2PC Clerk via the SWO, GWO, or the Watch Chief for action.

    b.  These events may be submitted in a variety of formats, but are most commonly submitted via chat, voice, e-mail or as a Microsoft Word attachment to an e-mail as shown in the example below.  While the format is not critical, the elements and detail contained in the correspondence are crucial to determining reporting requirements and actions of the information provided in addition to preserving the event for historical records and future reference.

    c.  Critical information recorded in the Command Journal includes:

        (1) Type Report.

        (2) Unit or Source.

        (3) Event Narrative.

        (4) Date and Time of Occurrence.

        (5) Location Event Took Place.

        (6) Casualties and or Damages:

            (a) Friendly.

            (b) Enemy.

            (c) Non-combatants.

            (d) Action Taken if any.

            (e) Assistance needed or specific requests if any.

        (7) Mounted/Dismounted.

3.  Command Journal Entry Procedures

    a.  The Journal Clerk will copy and paste the draft SIGEVENT into a Word document and begin the editing process.  The goal is to create a coherent document that contains a full, detailed description of what happened, and is corrected for grammar, spelling, and general readability.

        (1) The following criteria are common to every SIGEVENT:

            (a) Date.  Expressed as a standard Date Time Group (DTG) at the beginning of the entry.  Example:  "At 112203C DEC 09" All time references

after the initial DTG of the SIGEVENT will be in the form of (DDTTTT C), e.g. (112203C).

        (b) <u>Location</u>. Grid coordinates will be used to determine location. They will be expressed in parenthesis using 100,000m grid zone designators. They will depict the grid location of the incident and will follow after a text description of the location they represent, referring to either a specific known location or a distance from a specific location. Example: 12km S of Hit IVO (38S KC 97890 11550).

        (c) <u>Units</u>. Units will be expressed in alpha numeric representation (Charlie Company 2nd Battalion, 8th Marines, etc.).

        (d) <u>Casualties</u>. All Casualties will be categorized by their evacuation status known at the time of the incident. Examples: Killed In Action (KIA), Routine, Priority, Urgent, Urgent Surgical.

        (e) <u>Mounted/Dismounted</u>. If the incident involved a patrol, it is important to include whether it was a mounted or dismounted patrol.

  b. <u>Draft Command Journal Entry</u>. When an entry has been edited and is ready for review, it will be entered into the Command Journal as a draft. Example:

> *DRAFT: At 112203C DEC 09, II MHG reported B Co, 3rd CEB was attacked with an IED while conducting route clearance operations 12km S of Hit IVO (38S KC 97890 11550). The unit was traveling 15mph with 100m dispersion on ASR Uranium when an IED detonated on the second vehicle in the convoy (a Huskie MRAP). The attack resulted in a destroyed axle, (2) blown left tires and (1) blown rear right tire. There were no injuries to report. The unit conducted 5m and 25m sweeps, established a cordon and requested EOD, wrecker and QRF support. EOD and wrecker support arrived on scene at 0400C. The damaged vehicle will be loaded onto a flatbed and the unit will return to AAAB. The convoy consisted of (2) 4x4 Cougar MRAPs, (2) Huskie MRAPs, (1) Buffalo MRAPs, (2) 6x6 MRAPs, (5) Chameleon ECMs and (1) mine-roller. An update will be posted once EOD completes their assessment.*

  c. <u>Review and Approval of Command Journal Entries</u>

    (1) When the Journal Clerk has completed the entry and entered it into the Command Journal, he or she notifies the Watch Chief that the entry is ready for review. All Command Journal entries are approved by the SWO/GWO.

    (2) Once approved, the SWO/GWO will approve the entry in the Command Journal and it will be entered as "final" in the journal.

    (3) If the SWO/GWO determines that the SIGEVENT reported has CCIR impacts the SWO/SWO will notify the COPSO and AC/S G3 and a determination to brief the Command Group will follow.

    (4) When the entry is reviewed and approved, Draft will be removed and replaced with FINAL. This signifies that the approval authority for the Command Journal has reviewed and approved its posting.

  d. <u>Editing a Command Journal Entry</u>

    (1) If the entry needs to be changed, this constitutes an edit. Click on the "Edit Entry" link that appears at the bottom of the entry. If this is not shown as an option, this indicates that either the individual seeking access has not logged into the Command Journal or does not have permissions assigned. If permissions have not been assigned, contact the IMO who submits the request to the G-3 Deputy Current Operations Officer for approval.

(2) Once the entry is open, it can be edited. Once the edit is complete, click "Approved" and then the "Submit" button on the update form. This will complete the process.

e. Update a Command Journal Entry

(1) If additional information needs to be added to an entry, this constitutes an update. Click on the "Update Entry" link that appears at the bottom of the entry. If this is not shown as an option, this indicates that either the individual seeking access has not logged into the Command Journal or does not have permissions assigned. If permissions have not been assigned, contact the IMO who submits the request to the G-3 Deputy Current Operations Officer for approval.

(2) After a draft Command Journal entry update is submitted, it will reside in the Command Journal as draft awaiting approval and verification. Access to view draft Command Journal entries is restricted until approved for posting and dissemination by the SWO/GWO.

(3) Once the entry is open, it can be updated. Once the update is complete, click "Approved" and then the "Submit" button on the update form. This will complete the process.

(4) Once approved, the entry becomes final and is resident in the Command Journal main page and can be viewed by anyone with access to the web site. CCIRs are highlighted in yellow.

(5) From the main page, it is possible for personnel with appropriate permissions to select a journal entry to edit or update it with new information as it arrives or to correct previously unnoticed errors in the fields or text.

1013. COC BATTLE DRILLS

1. Battle Drills are events COC Watch Standers need to be prepared to react to if the event occurs during their watch. When rehearsed, Battle Drills assist the SWO and the COPSO in evaluating the cohesiveness of the COC, as well as the proficiency of each of the watch standers.

2. The role of the II MEF COC during unexpected battlefield events is dependent upon where the event occurred and who owns the battlespace. If the event occurred in II MEF battlespace, the II MEF COC will be the response lead. If the event occurred outside of the MEFs battlespace, the unit that owns the battlespace will lead the response and II MEF will monitor, in the event the MEF is tasked to support. For events outside the MEF AO, the COC will conduct the following:

a. Notify the Command Group and Battle Staff of the event and begin to capture CCIR information.

b. Monitor the development of the event with MSC/E counterparts using the checklists contained in Annex D.

c. Assess the impact of the event on MSC/E's as well as the MEF overall.

d. Identify any operational or administrative assistance II MEF can provide.

e. Delegate a COC lead watch section to track and identify reporting requirements, CCIR, and RFIs pertaining to the event until mission completion or until the event is resolved.

f.  Report any developments to HHQ as required by directive and expect reports concerning the event by the MSC/E.

3.  Battle Drills prepared in playbook format provide watch standers a guide to ensure no essential steps are forgotten or omitted as events unfold. Standing II MEF Battle Drills can be found in Annex D.

1014.  PHYSICAL ARRANGEMENTS WITHIN THE COC.  The COC is made up of internal lighting, tables, chairs, workstations, visual display equipment, map boards, peripherals, servers and power required.  The COPS Chief works directly with the G-3 Ops Chief to ensure the proper equipment is on hand for the COC to operate.  Greater detail on the physical arrangement for the COC may be found in Annex E.

1.  The preferred method of displaying information within the COC is electronically.  Electronic information displays help watch standers stay oriented to the current tactical situation in addition to allowing the SWO to call the watch floor's attention to a particular development.  Digital large-screen displays arrayed around the COC floor or on large projection screens provide a realistic common operating picture of the battlespace.  Common displays found in the COC include:

a.  Common Operational Picture (COP).  The COP is a dynamic graphical representation of all active elements of the battlespace and all products of those elements within the given AO.  It is a key commander situational awareness tool used for decision making.

b.  Common Tactical Picture (CTP).  The CTP is essentially the COP with filters that may limit the displays to the COP for ease of reference such as geographic location, control measures, targeting information, etc.  CTPs are information feeds from multiple sources within the COC.  The COC maintains an enemy COP (RED) and a friendly COP (BLUE).  Integration of warfighting systems within the COC can be found in section 1019 of this annex.

c.  Commanders CCIR Display.  The Commander's CCIRs shall be displayed prominently within the COC in order to remind Watch Standers of the focus of effort and how events that occur may impact the commander's CCIR's and subsequent decisions, actions and orders, and reporting.

d.  Current Operations Status Board.  The current operations status board is a list of common information.  It may be displayed independently or as part of the scrolling monitor.  Table A-5 provides a list of common information displayed on the Current Operations Status Board.

Table A-2:  Current Operations Status Board Information

| Current Operations Status Board Information | |
|---|---|
| Current date of the operation (D+1, 5 June 13) | Phase of the operation (Phase III B) |
| FRAGO Number | Force Protection Posture (ALPHA) |
| Air Defense Warning Condition | Weapons Condition |
| CBRN Posture | Friendly Combat Power Assessment (GWO) |
| Enemy Combat Power Assessment (Intel Watch O) | Logistics Status |
| Communications Status | Battle Rhythm Schedule |
| COC Watch Schedule | CCIR / RFI / FRAGO / Reports Links |

e.  Command Journal.  The Command Journal is an electronic record of II MEF COC significant events that have occurred.  The recording of all Journal

entries are controlled by the SWO, GWO, COPSO and G-3. It is supervised by the Watch Chief. All inputs are made by the Journal Clerk.

 f. Control Measures and Targeting Display. The control measures and targeting display is an electronic display of control and targeting control measures. It provides situational reference to watch standers within the COC. It receives input from the AFATDS. It may be used to track significant targets.

 g. Unmanned System Aircraft System Video Feed. Unmanned aircraft systems video feeds are used within the COC to obtain real-time or near-real-time displays of the battlefield. They are particularly useful during combat engagements where there is an intelligence gap. It should be noted that unmanned aerial systems are primarily intelligence gathering tools that are scheduled events on the ATO, but may also be used in a targeting role under the control of Air/Fires. While the COC may divert an unmanned system in support of COPS, that decision must be weighed against the impact on FOPS.

 h. Chat. Chat rooms provide near-real-time communication and connectivity between CPs. Many COC users will monitor and use electronic chat rooms during their watch to communicate among MSC/E staffs. The SWO will decide if displaying chat room discussions is effective or required. At a minimum, the Main Chat Room should be displayed to enable quick gaining of situational awareness by personnel entering the COC or those not monitoring Chat.

2. While electronic methods are preferred, each electronic display must be backed up by a manual display (maps with icons and pushpins, plotter printouts of CCIRs, etc.) to prevent loss of situational awareness in the event of an interruption of power or connectivity within the COC. The following situation maps will be maintained in the COC (scale of the maps is situational dependent and should be a size and scope commensurate with the level of C2 and size of the battlespace):

 a. Friendly Tactical Situation. (Scale: 1:50,000). Maintained by the Ground Operations Watch Cell. This map shows the location of all friendly units in the MEF Main Battle Area and Security Area, going two levels down. All friendly tactical control measures are depicted, to include "on order" control measures. Locations of HQ and of adjacent units (one level down), are depicted, as are barriers and obstacles.

 b. Friendly Operational Situation. (Scale: 1:100,000). Maintained by the Ground Operations Watch Cell. This map shows the friendly situation at an operational scale. It includes the MEF Security and Rear Areas.

 c. Enemy Tactical Situation. (Scale: 1:50,000). Maintained by the Intelligence Cell. This map shows the location of all enemy units in the MEF Main Battle Area and Security Area, going two levels down. Locations of MEF reconnaissance and surveillance assets are also depicted.

 d. Enemy Operational Situation. (Scale: 1:100,000). Maintained by the Intelligence Watch Cell. (Maintained as required by the specific situation). This map shows the enemy situation at an operational scale.

 e. Fires Situation. (Scale: 1:50,000). Maintained by the Fires Watch Cell. This map shows the location of all pre-planned targets in the MEF Main Battle Area and Security Area. All friendly Fire Support Coordination Measures are depicted, to include, "on order" control measures, locations of fire support assets, and HQs. Coastal Charts may be used to depict Naval Surface Fire Support Areas, as required.

f. <u>Aviation Operations Situation</u>. (Scale: 1:250,000). Maintained by the Aviation Operations Watch Cell. This map shall depict all ground Fire Support Coordination Measures in addition to aviation-related positive and procedural control measures.

g. <u>Logistics Command Element (LCE) Situation</u>. (Scale as appropriate to the MEF AO). Maintained by the MEF Logistics Watch Cell. This map shows the location of all CSS units and CSS specific control measures and includes main supply routes, issue points, and maintenance contact points. Engineer efforts related to mobility and counter-mobility should also be depicted here.

h. <u>Digital Displays</u>. Rear screen projections of such systems as Common Tactical Picture (CTP) or C2PC should be centered to allow the entire COC watch to benefit from the electronic or digital capabilities of those systems.

1015. <u>COC INFORMATION AND COLLABORATIVE SYSTEMS</u>

1. Information systems are a component of the II MEF C2 and IMO support structure. Within the COC, each member of the Battle Staff monitors current operations through the use of a Common Tactical Picture (CTP) that is fed information from each warfighting function through the use of C2 automated systems, applications or browsers.

2. Automated C2 applications and commonly understood procedures display battlespace information in a dynamic environment that allows leaders and watch standers to rapidly gain knowledge and understanding that leads to situational awareness with enough detail to make decisions. The II MEF CP is equipped with a number of C2 systems that keep the commander connected to higher, adjacent, subordinate and supporting commanders.

1016. <u>SUCCESSION OF COMMAND / ALTERNATE CP PROCEDURES</u>

1. An Alternate CP and succession of command shall be established in the event the II MEF CP is disabled or requires displacement for any reason. The MAW is most capable of performing the task of Alternate CP. Annex F contains a series of checklists for use in transfer of control situations.

2. To facilitate rapid assumption of the II MEF CP functions by the Alternate CP, the II MEF staff must ensure redundant C2 systems, and information sharing links exist in order to transfer a seamless understanding of the COP and CG, II MEF's focus and intent. Each II MEF principal and special staff section will provide to their subordinate counterpart an electronic copy of all information displays, overlays, and planning guidance prior to movement of the CP to the alternate location. The G-6 and IMO shall facilitate the periodic information backup of all C2 systems and applications as well as collaborative sites to ensure minimal loss of information, products and materials.

3. In the event that the II MEF Main CP is rendered ineffective by a sudden attack or is not responding to any means of communications for an extended period, the senior MSC Commander will automatically activate the II MEF Alternate CP and immediately notifies higher, adjacent, supporting, and subordinate commands by voice and FLASH message. The senior MSC Commander will begin immediate reconstitution of the II MEF Main CP functions using information displays provided via C2 systems (C2PC, CPOF/JTCW, JADOCS, AFATDS, TBMCS, BFT, BCS). Should the senior MSC Commander not have the systems/staff to maintain SA of the Operating Environment or control

operations, he/she may delegate command to the MSC CG who has the best SA of the situation, and who is able to effectively command and control the fight until such time as the MEF CG or Senior MSC CG is able to effectively execute command and control.

4.  In determining the location of the Alternate CP, available C2 systems and requirements for displacement should be assessed against the likelihood of displacement at possible locations to ensure a seamless transition, recognizing that the reconstitution of a fully operational and sustainable II MEF Main CP will ultimately require a separate facility.  In cases where the MEF CE deploys as a TF or JTF HQ, COPS is responsible for determining the alternate CP and continuity plans upon establishment of the COC.

5.  There may be occasions when the II MEF CoS or the AC/S G-3 determines an orderly transition of C2 functions to the Alternate CP is desirable.  Higher, adjacent, supporting and subordinate commanders will be notified by FLASH message of the time the transfer of control will occur.  Time and situation permitting, II MEF Main CP functions will move in the following sequence to the Alternate CP:

   a.  <u>Stage I</u>:  Command Group, G-3 COPS, G-3 FOPS, FECC.

   b.  <u>Stage 2</u>:  Combat Operations Center (COC), Battle Staff.

   c.  <u>Stage 3</u>:  Intel Operations Center (IOC), Principal/Special Staff.

1017.  <u>REPORTS</u>.  All reporting formats can be found in "ANNEX H."  The subsequent criteria are utilized to notify the II MEF leadership of SIGACTS that occur within the II MEF AOR.

1.  <u>Serious Incident Report (SIR)</u>.  A SIR will be submitted when a SIGACT that is more serious in nature occurs and requires the immediate (24/7) notification of the CoS.  Incidents include, but are not limited to:

   a.  Death or serious injury involving II MEF personnel.

   b.  Discovery of sensitive sites.

   c.  Enemy use of CBRN.

   d.  Any violation of the Law of Armed Conflict.

   e.  Any suicidal ideation or attempt by II MEF personnel.

   f.  A serious mishap involving aircraft OPCON to II MEF.

   g.  II MEF personnel involved in an incident that result in the death or serious injury of a foreign national.

   h.  Any incident resulting in apprehension and or detention by local authorities.

   i.  Any incident resulting in the capture or detention of II MEF personnel.

   j.  Any allegations of sexual assault involving II MEF personnel.

   k.  Any compromise or loss of classified material or sensitive equipment including weapons and ammunition.

   l.  Any unplanned SIPRNET outage exceeding two hours or more.

2.  <u>For each incident above a Command Journal Entry will be made</u>.

3.  <u>The SIR Format and Template can be found in Annex H</u>.

4.  Incident Report (IR).  An IR will be submitted when a significant act occurs requiring the notification of the CoS during normal working hours. IRs include:

    a.  Suspected surveillance of II MEF personnel, bases and forward operating bases.

    b.  Negative reporting regarding II MEF in open source media.

    c.  Aviation or vehicle mishaps involving II MEF personnel.

    d.  Hospitalization of II MEF personnel.

5.  Tactical Reports.  Annex H contains a list of tactical reports, projections of when they are due, and from whom they are expected.

1018.  AMPHIBIOUS OPERATIONS CONSIDERATIONS

1.  Organization and COC Structure.  Basic organization, structure and functions do not change.

2.  Briefings.  During amphibious operations, the O&I brief will likely be combined with some entity, such as the Expeditionary Strike Group (ESG). Coordination between COPS sections must occur for integrating, collating and delineating the format and process for the briefing.  The largest venue available for briefing will likely be the Wardroom.  The Wardroom provides a space large enough for both staffs and additional staff sections to gather situational awareness during the brief, as VTC within shipping is limited. The largest space available and capable of hosting a briefing should be used.

3.  Communications means prioritization.  Naval vessels disseminate information via message traffic.  Fragmentary Orders, Warning Orders, and Execution Orders should be composed in the format of a Naval Message to accommodate sharing with naval counterparts.  A template is provided in the Reports appendix along with the standard template.  The difference is cosmetic, as both formats present the same information, and both in five paragraph order format.  Naval message format documents are then posted and disseminated by the 2d MEB COC according to procedures discussed in this chapter, while also allowing for the ability to disseminate via naval message.

4.  Command Post Configurations.  Configuration shipboard depends on myriad factors, such as space allotted and equipment available.  Variations range from a minimal footprint in the LFOC while collocated with a preexisting GCE or MEU to use of the entire LFOC.  Upon determination of use of Naval shipping, COPS must identify space available / systems required, preexisting capabilities to be leveraged.  An example of an LFOC layout can be found in TAB 4 of Annex E.

5.  Battle Rhythm.  Battle Rhythm will be dictated by higher headquarters. Executing Battle Rhythm aboard naval ships requires coordination with all shipboard functions and the ESG to be effective.  As a result, naval ships inject additional complexity in integrating with preexisting battle rhythm events and limited space.  Timing and location will always need to be reexamined as will participants both external and internal.

6.  COPS Synchronization.  When co-located with the ESG staff during amphibious operations, a best practice is to integrate the COPS Synch battle rhythm event with ESG Current Operations.

## Annex B — NOTIFICATION EVENTS

**1000. OVERVIEW**

The AC/S G-3 has responsibility to the CG, for managing CCIRs. CCIR tracking and monitoring is the responsibility of the II MEF G-3 COPSO, via the SWO.

**1001. CCIR DEVELOPMENT**

1. CCIRs are a comprehensive list of information requirements identified by the commander as being critical in facilitating timely information management and decision making that affects successful mission accomplishment. CCIRs will be tied to decisions and are separate and distinct from CSNE. There are three key subcomponents to CCIRS, friendly force information requirements, priority intelligence requirements and essential elements of friendly information.

   a. FFIRs are information the commander needs about friendly forces in order to develop plans and make effective decisions.

   b. PIRs are those intelligence requirements for which a commander has an anticipated and stated priority in the tasks of planning and decision-making.

   c. EEFIs are those key questions likely to be asked by adversary officials and intelligence systems about specific friendly intentions, capabilities, and activities so they can obtain answers critical to their operational effectiveness.

2. Changes to approved CCIRs are submitted to the AC/S G-3 who reviews and compiles recommended changes for presentation to the CG, II MEF for approval. Approved changes to the CCIRs are disseminated via FRAGO.



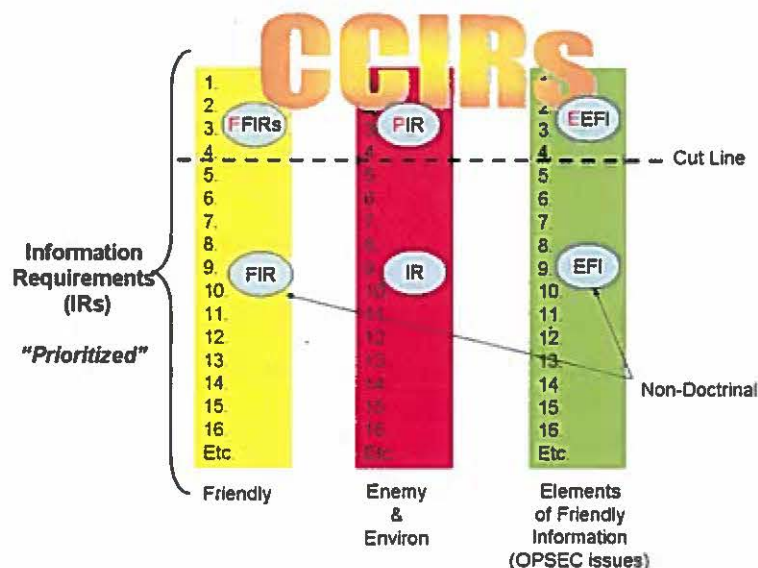Figure B-1: CCIRs

**1002. CCIR MANAGEMENT**

1. CCIRs and CSNEs will be disseminated via the Operations Order. Subsequent changes to or supplemental CCIRs supporting discrete operations will be disseminated via FRAGO. In theaters with a mature C2 architecture the Information Manager ensures the CCIRs are posted on the II MEF SharePoint. PIRs are determined by the planning process and will drive the

collections management effort led by the G-2. Updates to PIRs and collection priorities are approved by the G-3 and implemented by the G-2.

2. Events that trigger CCIR decisions will be recorded in the Command Journal on the SIPRNET website and highlighted to distinguish them from other Command Journal entries.

1003. COMMANDER'S SIGNIFICANT NOTIFICATION EVENTS (CSNEs)

1. Commander's Significant Notification Events (CSNEs) are a list of events that may occur during an operation which are not tied to a tactical or operational decision, but require notification to the CG or CoS to ensure situational awareness. Standing CSNEs in II MEF are as follows:

2. Events requiring immediate notification:

    a. Missing (unaccounted for) II MEF personnel.

    b. Incident that causes or is suspected to have caused civilian death or injury requiring medical evacuation.

    c. Mass casualty event of ten or more casualties requiring medevac within the MEF Area of Operations (including civilian casualties).

    d. Any allegations of desecration or destruction of critical infrastructure (including culturally sensitive sites)

    e. Death or serious injury involving II MEF personnel.

    f. Discovery of sensitive sites.

    g. Enemy use of CBRN.

    h. Any violation of the Law of Armed Conflict.

    i. Any suicidal ideation or attempt by II MEF personnel.

    j. A serious mishap involving aircraft OPCON to II MEF.

    k. Any incident resulting in apprehension and or detention by local authorities.

    l. Any incident resulting in the capture or detention of II MEF personnel.

    m. Any allegations of sexual assault involving II MEF personnel.

    n. Any compromise or loss of classified material or sensitive equipment including weapons and ammunition.

    o. Any unplanned SIPRNET outage exceeding two hours or more.

3. Events requirement notification within 12 hours:

    a. Death or life limb or sight threatening injury to any II MEF personnel.

    b. Any event that has the potential to attract negative media attention within the next 24 hours.

    c. Suspected surveillance of II MEF personnel, bases and forward operating bases.

    d. Aviation or vehicle mishaps involving II MEF personnel not covered in para b above.

    e. Hospitalization of II MEF personnel not covered in para b above.

4. Table B-1 below will be populated based upon HHQ guidance, mission and CG's guidance. The template is located at: https://intranet1.iimef.usmc.mil/pages/matrix.aspx

| II MEF CCIRs | | | | | | | |
|---|---|---|---|---|---|---|---|
| Category | CCIR# | II MEF Commander's Critical Information Requirements | Prioirty | HHQ CCIR | Report Required from MSC/E | CG Reporting Method |
| Casualty | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| Security | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| Operations | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| Cyber | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| Media | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| Other | | | | | | | |
| | | | | | | | |
| | | | | | | | |

Table B-1:  CURRENT II MEF CCIRs

1004. CCIR TEMPLATE

1. Figure B-2 is a template for CCIR submission.

| TARGET AUDIENCE: CG AND / OR DCG |
|---|
| **TARGET BRIEFERS (SIT DEP): SWO/COPS/G2 REP/G3/DEP G3** |

### EVENT(S) UPDATE

1. 4 W's (When/Who/What/Where) (map orientation)
2. Available INTEL (G-2 or Unit)
3. Development (assess in terms of TIME/SPACE/EVENTS)
4. Who else knows?
5. Has there been acknowledgment from subordinates and/or higher?
6. Decision Points (WHAT DO WE NEED FROM CG)
7. CG Guidance
8. Establish/reconvene OPT/WG as necessary

### CCIR INITIAL REPORT

1. What CCIR has been triggered (II MEF / HHQ)?
2. 4 W's (When/Who/What/Where)
3. Notification requirements
   - HHQ
   - Marine Component/HQMC
4. Has there been acknowledgment?
5. CG Guidance / additional update requirements

REMEMBER FOR CCIR INITIAL REPORTS WHAT IS FIRST REPORTED IS OFTEN NOT ACCURATE; BRIEFERES WILL NOT BE ABLE TO ANSWER ALL QUESTIONS UP FRONT...BUT YOU ARE EXPECTED TO PROVIDE FOLLOW UP INFO AS THE SITUATION DEVELOPS

Figure B-2:  CCIR Submission Template

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## Annex C – II MEF WARNING AND FRAGMENTARY ORDERS

1000. <u>WARNING ORDER TEMPLATE</u>

BT
UNCLAS FOR OFFICIAL USE ONLY
SUBJ/CG II MEF MEFEX 16 WARNO #1 (TASKS TO STAFF AND EXERCISE LIFE CYCLE)
REF/A/AMHS MSG/ DTG XXXXXXZ MAR 2015//
NARR/REF A COMMARFORCOM G3-5-7 FY 16 MAGTF STAFF TRAINING PROGRAM (MSTP)
EXERCISE SPT SCHEDULE//
POC/UTUK/MAJ/CG II MEF G-3/FOPS/TEL: DSN: 751-3474/COML: 910-451-3474/ EMAIL:
ANIEMA.UTUK@USMC.MIL//
GENTXT/RMKS/1.  SITUATION.//
2.  MISSION.//
3.  EXECUTION.
3.A.  COMMANDER'S INTENT.
3.A.1.  PURPOSE.
3.A.2.  METHOD.
3.A.3.  ENDSTATE.//
3.B.  CONCEPT OF OPERATIONS.
3.B.1.  PHASE 1:
3.B.2.  PHASE 2:
3.B.3.  PHASE 3:
3.B.4.  PHASE 4:
3.B.5.  PHASE 5://
3.C.  TASKS TO SUBORDINATE UNITS.
3.C.1.  2D MARDIV:
3.C.2.  2D MAW:
3.C.3.  2D MLG:
3.C.4.  2D MEB (II MEF CORE BATTLE STAFF):
3.C.5.  II MHG:
3.C.6.  8TH COMMUNICATIONS BN:
3.C.7.  2D RADIO BN:
3.C.8.  2D INTEL BN:
3.C.9.  2D LAW ENFORCEMENT BN:
3.C.10.  2D ANGLICO:
3.D.  TASKS TO STAFF.
3.D.1.  II MEF G1:
3.D.2.  II MEF G2:
3.D.3.  II MEF G3:
3.D.3.A.  II MEF G3 COPS:
3.D.3.B.  II MEF G3 FOPS:
3.D.4.  II MEF G4:
3.D.5.  II MEF G6:
3.D.6.  II MEF G7:
3.D.7.  II MEF G8:
3.D.8.  II MEF PAO://
3.E.  COORDINATING INSTRUCTIONS:
3.E.1.  TIMELINE.//
4.  ADMINISTRATION AND LOGISTICS.//
5.  COMMAND AND SIGNAL.//
BT

1001.  FRAGMENTARY ORDER TEMPLATE.  Figure C-1 is the FRAGO template.

| UNIT:  II MEF        FRAGO:  XXX-08           DTG: DDHHHHDMMM08        LOCATION |
|---|
| SUBJ:  (U) OPERATION FRAGMENTARY ORDER (FRAGO) GUIDANCE |
| REF:  (A) (U) II MEF OPORD 08-02 (or Current OPORD) |
| ATT:  (1) (U) FRAGO GUIDANCE |
| TASK ORGANIZATION.  (U) No change. |
| 1. SITUATION.  (U) |
| 2. MISSION.  (U) |
| 3. EXECUTION. |

3. EXECUTION.
   A.   COMMANDER'S INTENT.  (U)
   B.   CONCEPT OF OPERATIONS.  (U)
   C.   TASKS.

| Action Officers | T1:  (U) |
|---|---|
| | T2:  (U) |
| | T3:  (U) |
| | T4:  (U) |
| | T5:  (U) |
| | T6:  (U) |

   d.   COORDINATING INSTRUCTIONS.
        (1) (U)

        (2)

        (3) (U) POCs:
            (a) (U) FRAGO Manager, Maj I. M. Marine DSN:  751-9817, e-mail SIPR:/
            (b) (U) Others as applicable

4.   ADMINISTRATION AND LOGISTICS.  (U)

5.   COMMAND AND SIGNAL.  (U)

| ACKNOWLEDGE RECEIPT |
|---|
| |

Figure C-1: Fragmentary Order Template

1002. FRAGMENTARY ORDER COMMENT FORM TEMPLATE

1. Figure C-2 is the template for the FRAGO comment template.

| APPROVING AUTHORITY: AC/S of your Section - Enter his or her name here. | | CLASSIFICATION: | | | DATE:   DD MMM 08 | | |
|---|---|---|---|---|---|---|---|
| | | SUSPENSE:   1500 DD MMM 08 *MIN 72 HOURS W/ EXCEPTIONS APPROVED BY CUROPS* | | | FROM:   Your SECTION/SHOP | | |
| SUBJECT:   TITLE OF YOUR FRAGO | | | | | Action Officer/Phone #: I.M MARINE/ XXXX-XXX | | |
| ISSUE/PURPOSE:   Explains the FRAGO and seeks comments / concurrence / issues from addressees.<br><br>1. BACKGROUND:  What happened, what is/has changing/changed?<br>2. COORDINATION:  Who?<br>3. ISSUES/CONCERNS: Why not?<br>4. RECOMMENDATIONS: What should we do?<br>5. ATTACHED DOCUMENTS: YOUR FRAGO TITLE.doc (Generate from FRAGO Template - See TACSOP) | | | | | | | |
| Office [G-3] | Concur | Non-Concur | Date | Signature | | | Remarks |
| FRAGO Manager | | | | | | | |
| G3 Dep COPSO | | | | | | | |
| G3 COPSO | | | | | | | |
| Deputy G3 | | | | | | | |
| G3 | | | | | | | |
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| | | | | | | | |
| CLASSIFICATION: | | | CLASS BY: | | | DOWNGRADE INST: | |

Figure C-2: Fragmentary Order Comment Form Template

   a.  Ensure you have an AC/S chop prior to submitting the form 10 and FRAGO for staffing or publication.

   b.  COMMENTS:   (EACH SECTION THAT WISHES TO MAKE COMMENTS, Copy and Paste the below box)

MSC/Section:

Topic:

Discussion:

Recommendation:

AO Action:

   c.  Action Officers: be sure to use all caps and highlight in green the actions you've taken to incorporate the MSC/staff section's comments in the Form 10 as well as the FRAGO.

   d.  Incorporate all changes into the staffed FRAGO, not the one submitted for staffing.

## Annex D - II MEF COC BATTLE DRILLS

## 1000. OVERVIEW

1. Standing battle drills provide the COC and staff sections with a list of standard actions to be taken in response to common battlefield occurrences or those incidents that are so significant that they require immediate, coordinated action from the COC, staff, and MSC/Es. While by no means all inclusive, the battle drills listed below are designed to provide watch standers with a guideline for gathering and disseminating information, taking required actions, and highlighting decision points.

2. Battle drills also provide the means for a rapid, coordinated response from the entire COC watch section with minimal guidance. As such, they facilitate the accomplishment of a multitude of tasks that are, in turn, to be used in support of decision-making by the G-3 COPSO, AC/S G-3, and the Commanding General.

## 1001. RESPONSIBLITIES

1. MAGTF Staff Sections. MAGTF staff sections and their watch officers/liaison officers have a variety of responsibilities in the development, conduct, and execution of battle drills. As such, staff sections must do the following:

    a. Ensure staff sections are familiar with all battle drills and understand their specific and implied tasks.

    b. Ensure watch officers/liaison officers are familiar with COC battle drills and understand their respective responsibilities.

    c. Ensure watch officers/liaison officers understand their roles and responsibilities and are familiar with subject matter experts resident in their respective staff section.

    d. Provide input to existing battle drills to the G-3 COPSO and/or Deputy COPSO to improve procedures or correct discrepancies.

    e. As required, create and submit new battle drills for review by the G-3 COPSO.

    f. Participate in battle drill exercises.

    g. Participate in reset training as directed.

2. Major Subordinate Commands/Elements (MSC/MSE). MSC/MSE have the responsibility for being familiar with and having an understanding of MAGTF battle drills. Execution of MAGTF battle drills in response to significant events will in many cases require information and action from the MSC/MSE. Additionally, MSEs will be executing internal battle drills that may require support, action, or decision from the MAGTF. As such, MSC/MSE must do the following:

    a. Ensure personnel are familiar with all battle drills and understand their specific and implied tasks.

    b. Ensure MAGTF liaison officers are familiar with COC battle drills and understand their respective responsibilities.

    c. Ensure liaison officers understand their roles and responsibilities and have established communications with appropriate personnel and staff sections at their respective parent command.

d.  Provide input to existing battle drills to the G-3 COPSO and/or Deputy COPSO to improve procedures or correct discrepancies.

e.  Review MAGTF battle drills and internal MSC/E battle drills and correct/identify disconnects with G-3 Current Operations personnel.

f.  Provide the MAGTF Senior Watch Officer (SWO) with copies of all internal MSC/E battle drills.

g.  As required, submit suggestions for new MAGTF battle drills to the G-3 COPSO.

h.  Participate in battle drill exercises.

i.  Participate in reset training as directed.

1002.  <u>BATTLE DRILL TACTICS, TECHNIQUES, AND PROCEDURES (TTPS)</u>

1.  Immediate Actions.  The following should be the focus of initial action of watch officers:

a.  Validate information from source (MSC/E) via Chat or voice.

b.  Obtain information on what MSC/MSEs are currently doing.

c.  Ask MSC/MSE what assets/assistance they need from the MEB.

d.  Obtain information on what higher, adjacent units and subordinates are currently doing.

e.  Ask what assets/assistance higher and adjacent units have available.

2.  Briefing format to decision makers.  Storyboard, using bitmaps or appropriate graphics is a technique to use for the briefing format.  In addition, the following should be the general format used by the SWO or designated Battle Captain when initially briefing a decision maker on a CCIR event:

a.  Current situation (5Ws and the "So what?").

b.  What are the current actions being taken by:

(1) MEF.

(2) MSC/E that is involved.

(3) Higher.

(4) Adjacent.

c.  What future actions are required/planned (same elements as above)?

d.  Provide Decision Makers with:

(1) Options.

(2) Current issues requiring decisions.

(3) Future issues that will require decisions.

(4) Requests to high/adjacent units that will require Command influence.

1003. <u>INDEX OF BATTLE DRILLS</u>. The MEF COC Battle Drills can be found on the MEF SharePoint portal within the G3 tab. When required, a battle drill will be displayed within the COC and will be populated and maintained by the COC Journal Clerk or other designee assigned by the Watch Chief. The Battle Drills are located at: https://intranet1.iimef.usmc.mil/pages/matrix.aspx

- TIME SENSITIVE TARGET (KINETIC FIRES)
- TIME SENSITIVE TARGET – OPERATION TO KILL OR CAPTURE
- TROOPS IN CONTACT
- CROSS-BOUNDARY COORDINATION
- INDIRECT FIRES ON A FIXED BASE
- GROUND ATTACK ON A FIXED BASE
- INTELLIGENCE ALERT OF AN IMPENDING ATTACK
- ATTACK ON HOST NATION INFRASTRUCTURE
- ENEMY ACTIVITY IN THE II MEF SECURITY AREA
- AIRCRAFT DOWN INSIDE THE II MEF AREA OF OPERATION
- AIRCRAFT DOWN OUTSIDE THE II MEF AREA OF OPERATION
- RIOT OR CIVIL DISTURBANCE
- IMPROVISED EXPLOSIVE DEVICE ATTACK
- VEHICLE BORNE IMPROVISED EXPLOSIVE DEVICE ATTACK
- IMPROVISED EXPLOSIVE DEVICE DISCOVERY
- VEHICLE ACCIDENT
- MASS CASUALTY
- HOST NATION MASS CASUALTY
- CHEMICAL EVENT
- DETAINEE EVENT
- PERSONNEL RECOVERY
- HOSTAGE COORDINATION
- TRANSFER OF C2
- SENSITIVE SITE
- DISEASE OUTBREAK
- AMERICAN CITIZEN (AMCIT) DETAINED
- LAW OF ARMED CONFLICT (LOAC) VIOLATION

## Annex E – II MEF CAPSET CONFIGURATIONS

1000. COMMAND POST TYPES

1. The Command Post (CP) is a complete installation from which the commander and his/her staff exercise command and control. The COC is a sub-unit of the CP. The physical layout of the CP is critical to organizing the staff functions and battle rhythm of command element Command Group, Battle Staff, Principle and Special Staff. The locations of the principal staff sections within the CP must be arranged in a manner that facilitates 24-hour planning, integration, and coordination; therefore, the layout of the CP directly impacts the layout of the COC.

2. II MEF exercises (6) CP configurations. Each is unique and serves a specific purpose.

  a. Fly in Command Element (FICE). The II MEF FICE is the lead element of the designated headquarters (8-20 key personnel). It is task organized and scalable depending on the mode of transportation and footprint required. It is equipped to provide initial C2 with limited planning capability until the remainder of the headquarters arrives and becomes operational. A FICE can composite or co-locate with an in-theater-like Service Command Element. FICE does not include mobility assets. Table E-1 identifies the minimum requirements for the FICE CE Equipment required.

Table E-1: Fly-In-Command Element Equipment

| Fly-In-Command Element (FICE) Equipment | |
|---|---|
| • MCST Kit with BGAN 700 | • Iridium Telephone With Secure Sleeve |
| • SATCOM | • PRC 150 |
| • PRC-117 | • Command & Control Personal Computer (C2PC) |
| • Rapid Response Kit | |

  b. Forward CP. The Forward CP (FWD) is established when the CG needs to establish C2 capability forward as an advanced element or to support the leading, arrival or displacement of the Main Command Element. The 2d MEB may be deployed and employed to fill the role as II MEF Forward, to establish the CP in support of follow-on forces. It is capable of assuming control, but only for a limited duration to support the displacement and establishment of the Main CP, providing sustained C2 of a unit during current operations until control is transferred to the incoming Main CP. For short-duration Crisis Response operations, the Forward CP footprint is the standard, and has the ability to conduct planning for FOPS. The FWD CP will maintain control of all current operations until control is relinquished back to the Main CP.

  c. Main CP. The Main CP is the tactical headquarters for the CG. It possesses the requisite C2 assets including personnel, combat support, and information systems that are capable of maintaining persistent situational awareness and executing full C2 across the warfighting functions. It includes those staff activities involved in controlling and sustaining current operations and planning future operations. The Main CP of the MEF is the central location that allows the CG to plan, direct, coordinate, and control combat operations across the range of military operations independently or as part of a JTF, coalition, or multi-national force. CAPSET 1 is the designated expeditionary C2 facility for the MEF. A notional II MEF Command Post (CP) Laydown is shown below in Figure E1:
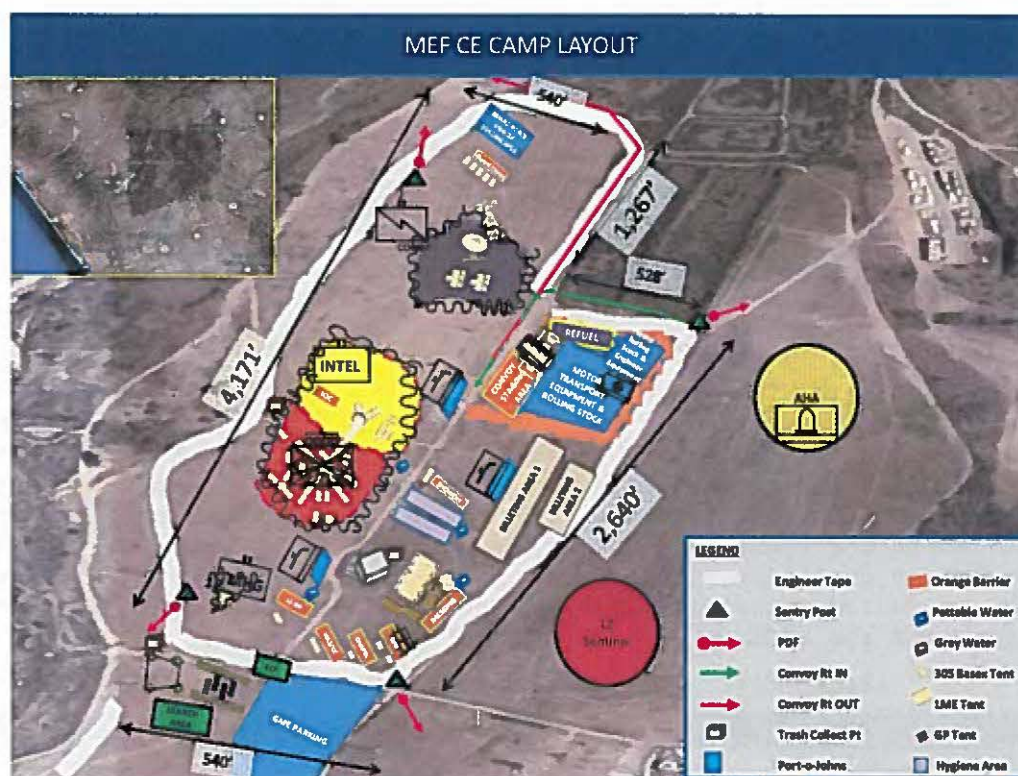
Figure E-1: Notional II MEF Command Post (CP) Laydown

   d.  Rear CP (REAR).  The REAR CP consists of the rear echelon of the MEF Headquarters.  It consists of those activities concerned primarily with combat service support of the MAGTF, administrative support of the headquarters, and other activities not immediately concerned with decisive operations or operations within a close area.  Typical activities include the G-1 Adjutant, SJA, and Law Enforcement as it pertains to Enemy Prisoners of War (EPW) and Detainee Operations in addition to administrative actions of routine nature.  It is only established when those functions cannot be accomplished effectively when collocated with the Main CP, or can be accomplished more effectively in another location.  For additional information see Reference (y).

   e.  Mobile CP.  The Mobile or "Jump CP" is a command post designed to provide the CG and or Deputy CG (D/CG) the ability to move around the battlespace via air or ground while maintaining communications with the Main CP.  While it does not provide full C2 capability, it does provide a platform with requisite assets to maintain contact with higher, adjacent, subordinate, and supporting forces in order to influence action on the battlefield.  The Jump CP consists of the CG, or D/CG (never together), Sergeant Major (SgtMaj), Aide, Communications Detachment, the CG's Personal Security Detachment (PSD), and representatives from G-2 and G-3.  Mobile CP's may be configured to fit the requirement using organic equipment.  The table provided is a recommendation for the minimum gear required for a Jump CP.
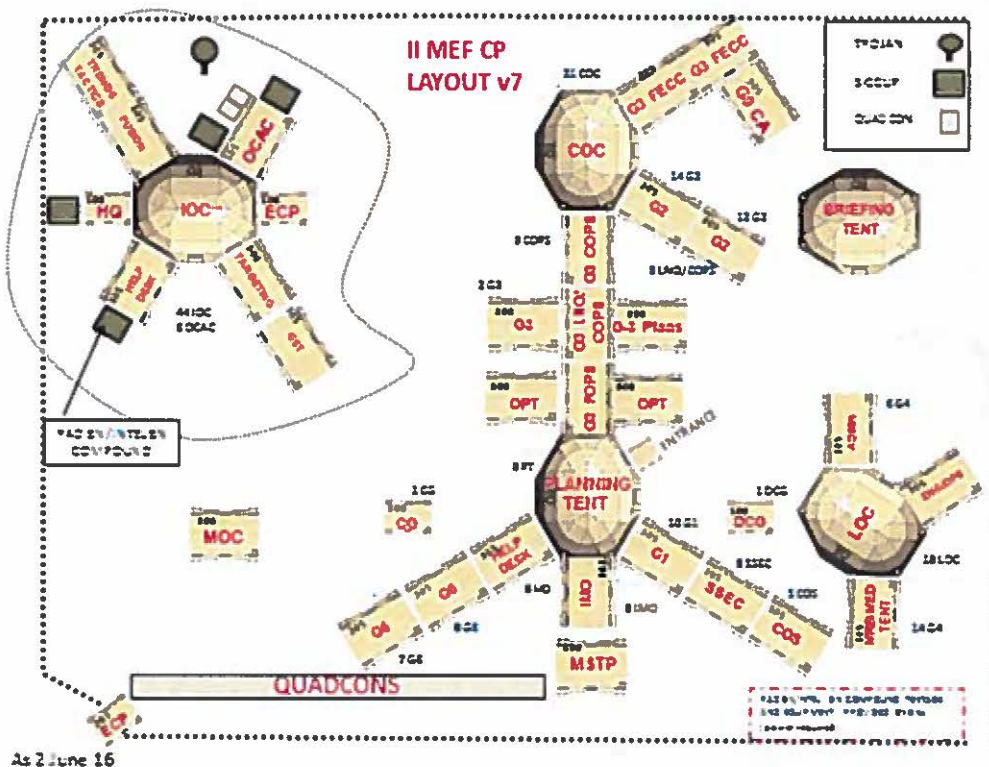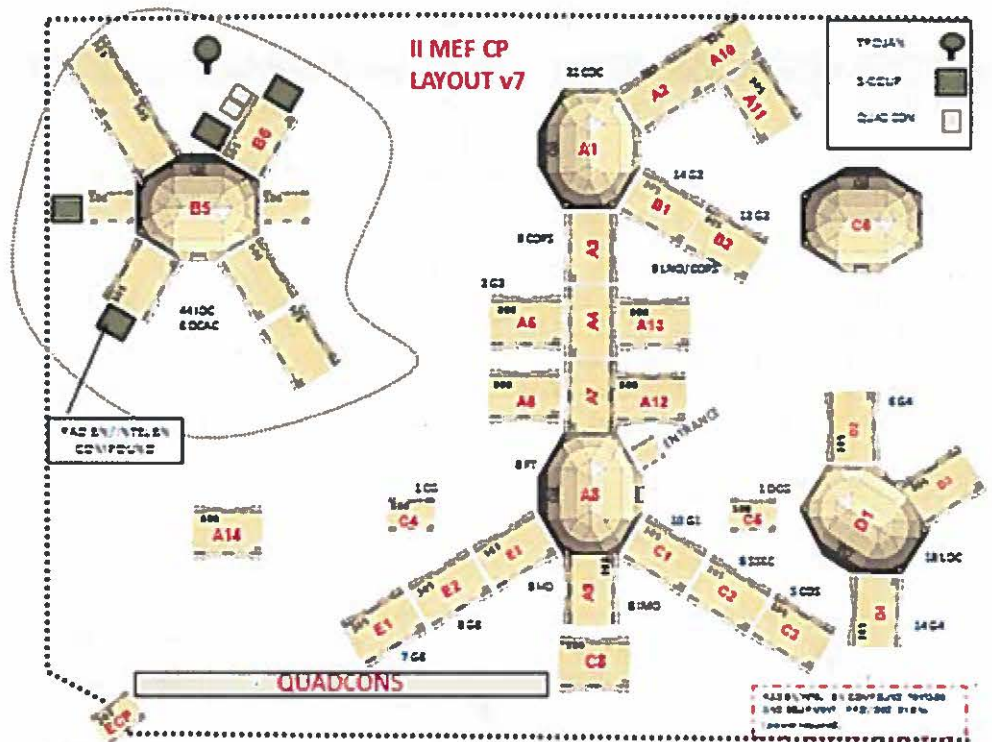
Table E-2:  Mobile or Jump CP Equipment

| Mobile (Jump) Command Post Equipment and Personnel | |
|---|---|
| • MCST Kit with BGAN 700 | • Secure Iridium Telephone |
| • SATCOM | • PRC 150 |
| • PRC-117 | • HMMWV w/Vehicle Mount Antenna or |
| • Blue Force Tracker | • LAV C2 |

  f. Alternate CP.  An alternate CP is defined as any location designated by the CG to assume command post functions in the event the CP becomes inoperative.  It may be partially or fully equipped and manned, or it may be the command post of a subordinate unit.  MEF G-3 COPS will designate an Alternate CP for II MEF Main CP based on the tactical circumstances and command and control system availability at possible alternate CP locations.

1001. CAPSET 1 (MEF Main Layout)

1. The following figures depict the actual CP laydown validated during the MEF-Ex 2016.
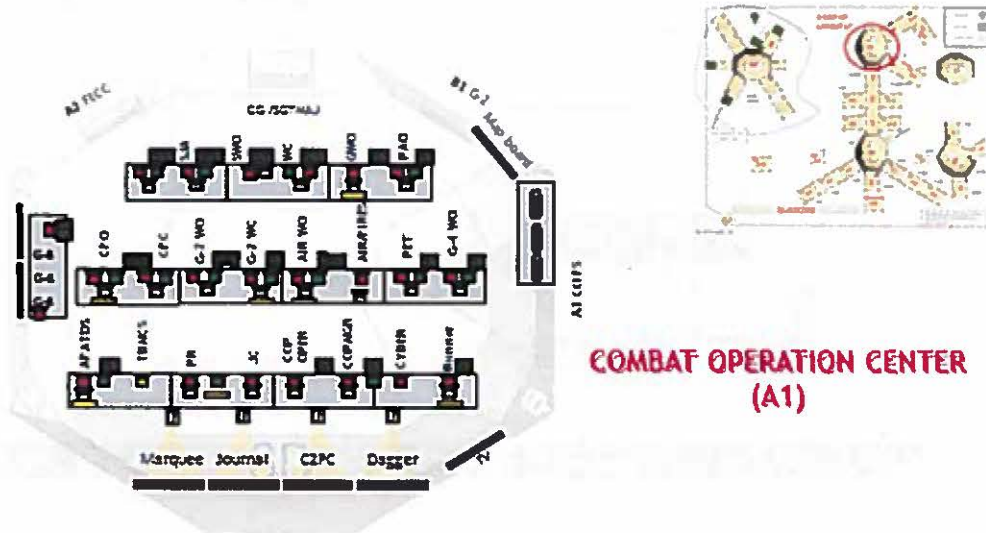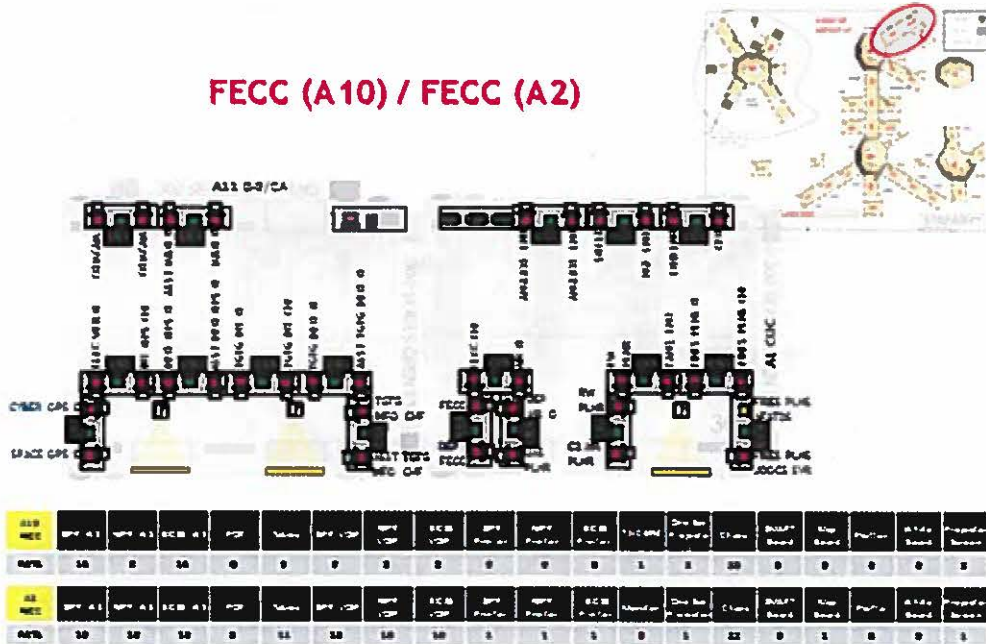


As 2 June 16

**II MEF CP LAYOUT v7**

As 2 June 16

2. Symbol Key.

## SYMBOL KEY



| Symbol | Label |
|--------|-------|
| | DOME |
| | 305 TENT |
| | 303 TENT |
| | 103 TENT |
| | TM 54 TENT |
| | SIPR WS |
| | NIPR WS |
| | BICES WS |
| | VOIP |
| | SEC VOIP |
| | BICES VOIP |
| | PLOTTER |
| | NIPR PRINTER |
| | SIPR PRINTER |
| | BICES PRINTER |
| | ONE EYE PROJECTOR |
| | SMART BOARD |
| | MAP BOARD |
| | PROJECTOR SCREEN |
| | MONITOR |
| | WHITE BOARD |
| | AFATDS |
| | TANDBERG |
| | TACTICAL SVTC |
| | IMO SERVER STACK |
| | TABLE |

3. The following is the CAPSET configuration of the CP/COC.

   a. II MEF Combat Operation Center (COC) (A1).



COMBAT OPERATION CENTER (A1)

As of 1 NOV 15

   b. G-3 FECC (A10 / A2).



FECC (A10) / FECC (A2)

As of 1 NOV 15

c.  G-9 Civil Affairs (A11).

## G-9 CIVIL AFFAIRS (A11)


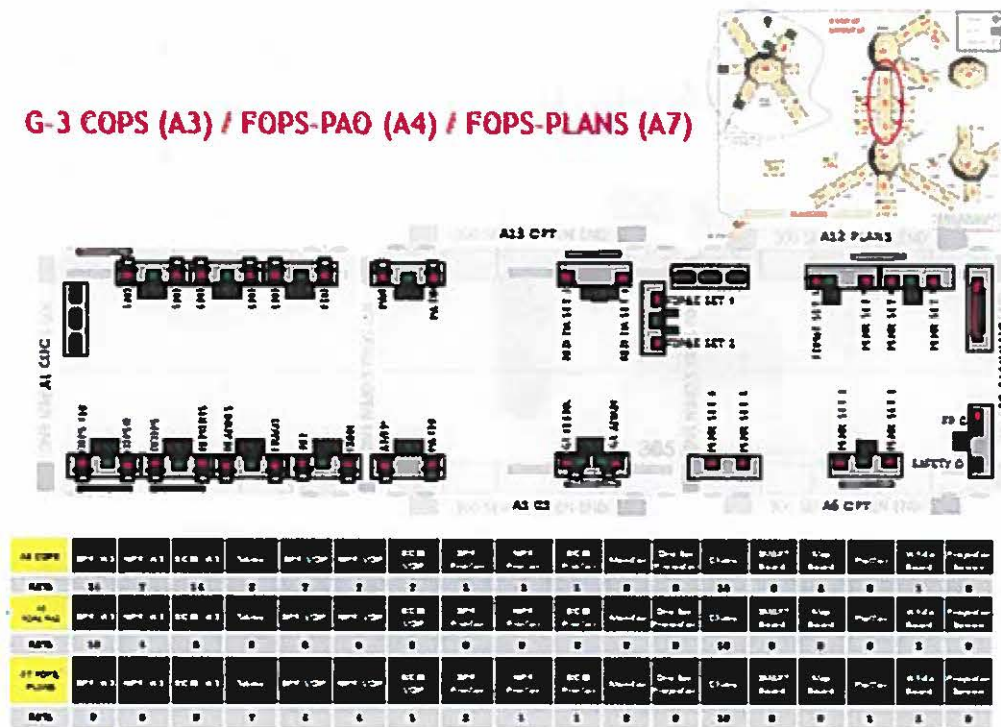
As of 1 NOV 15

d.  G-2 (B1 / B2).

## G-2 (B1) / G-2 (B2)



As of 1 NOV 15

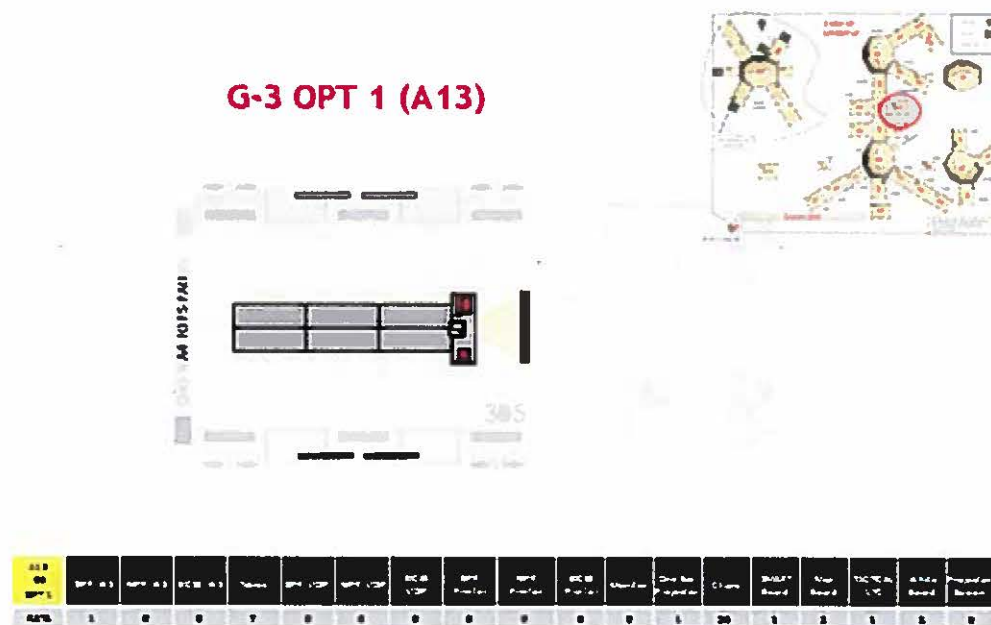e.   G-3 COPS (A3) / FOPS-PAO (A4) / FOPS-Plans (A7)



## G-3 COPS (A3) / FOPS-PAO (A4) / FOPS-PLANS (A7)

As of 1 NOV 15

f.   G-3 OPT 1 (A13).



## G-3 OPT 1 (A13)

As of 1 NOV 15

g.   G-3 Plans (A12).



## G-3 PLANS (A12)

As of 1 NOV 15

h.   G-3 HQ (A5).



## G-3 HQ (A5)

As of 1 NOV 15

i. G-3 OPT 2 (A6).

## G-3 OPT 2 (A6)
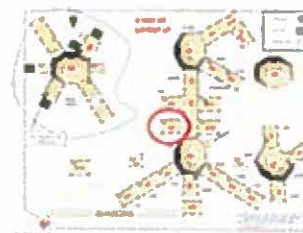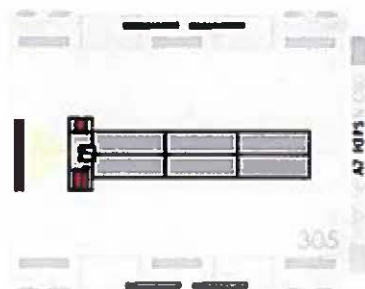


As of 1 NOV 15

j. Planning Tent (A8).



## PLANNING TENT (A8)

As of 1 NOV 15

k. MOC (A14).

## MOC (A14)



As of 1 NOV 15

l. IMO (A9).

## IMO (A9)



As of 1 NOV 15
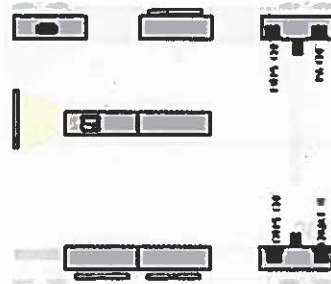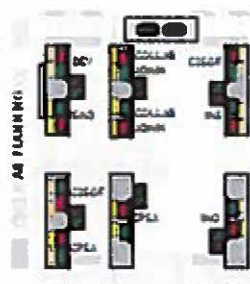
m.  G-6 HD (E3) / G-6 (E2) / G-6 (E1).

## G-6 HD (E3)/G-6 (E2)/G-6 (E1)



As of 1 NOV 15

n.  G-1 (C1) / SSEC (C2) / COS (C3).

## G-1 (C1) / SSEC (C2) / COS (C3)



As of 1 NOV 15

4. The following are outside the CAPSET, within the CP.

    a. Briefing Tent (C6).



**BRIEFING TENT (C6)**

As of 1 NOV 15

    b. CG (C5) / DCG (C4).

**CG (C5) | DCG (C4)**



As of 1 NOV 15

c. MSTP (C8).

**MSTP (C8)**



As of 1 NOV 15

d. LOC (D1).



**LOC (D1)**

As of 1 NOV 15

e.   G-4 Admin (D2).

## G-4 ADMIN (D2)

As of 1 NOV 15

f.   G-4 Ops/Eng (D3).

## G-4 OPS/ENG (D3)

As of 1 NOV 15

g.   G-4 MRB/MED/G-8 (D4).

## G-4 MRB/MED/G-8 (D4)
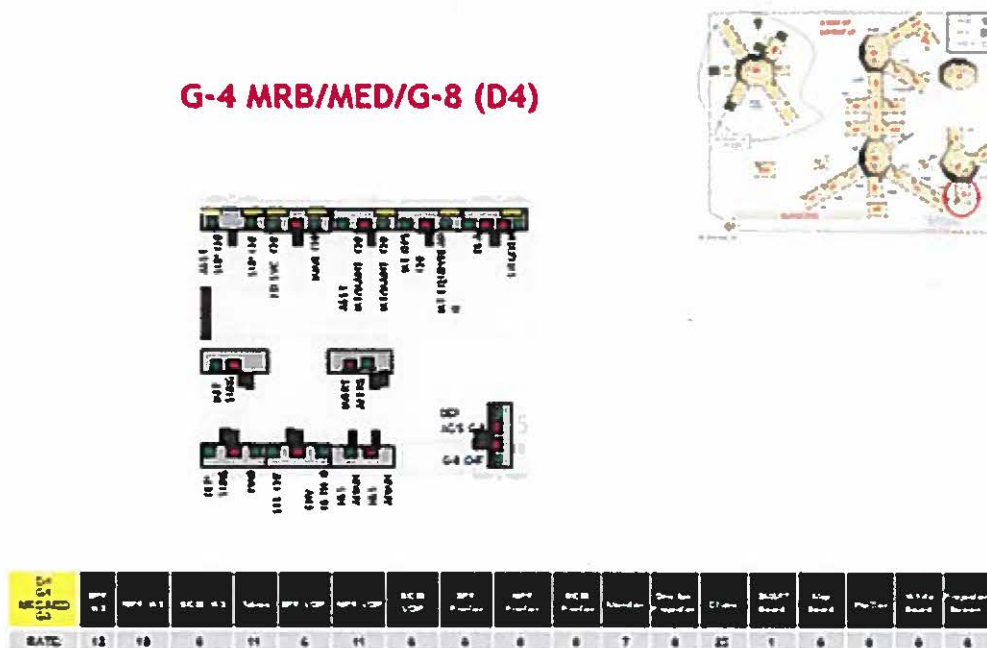
As of 1 NOV 15

5.  Detailed diagrams of the above can be found on the MEF SharePoint portal at:  https://intranet1.iimef.usmc.mil/pages/matrix.aspx, within the G-3 tab.

1002.  EQUIPMENT ROLL-UP

1.  The above CP diagrams contain a detailed layout for equipment (tables, chairs, projection, computing and telephony services), those layouts benefit the MHG as well as the individual sections.  Sections Heads or Chiefs are not authorized to modify the layout as depicted in the diagrams without coordination with MHG, the G-3 Operations Chief and approval from the CoS.

2.  The following is an equipment roll-up validated during the October 2015 CPX.  The equipment utilized and determined required for tactical operations must continually be both validated and updated with the respective Section Chief, the G-3 Operations Chief and MHG.

| SIPR WS | NIPR WS | BICES WS | POR | Tables | SIPR VOIP | NIPR VOIP | BICES VOIP | SIPR Printer | NIPR Printer | BICES Printer | TANDBERG | Monitor | One Eye Projector | Chairs | SMART Board | Map Board | Plotter | White Board | Projector Screen | TV | AFATDS | TACTICAL VTC |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 269 | 239 | 117 | 5 | 254 | 146 | 161 | 74 | 22 | 23 | 16 | 5 | 97 | 26 | 545 | 21 | 35 | 3 | 45 | 11 | 4 | 1 | 4 |

### Annex F –COMMAND AND CONTROL (C2) CHECKLIST

## 1000.  SENIOR WATCH OFFICER (SWO) CHECKLIST

| Event/Situation | Action Complete Y/N | From | To | Time Executed (Zulu) | Comm Net | Remarks |
|---|---|---|---|---|---|---|
| Watch Officer to Watch Officer Contact Established | | | | | | |
| Go/No Go List Complete | | | | | | |
| Command Turnover Complete | | | | | | |

## 1001.  GO/NO-GO CHECKLIST

| Event/Situation | Go | No Go | Time Established (Zulu) |
|---|---|---|---|
| MSC/E activity at a level that would not be disrupted by temp loss of communications | | | |
| | | | |
| Positive Communications on ALL key nets | | | |
| C2PC | | | |
| CPOF | | | |
| JTCW | | | |
| CENTRIXS | | | |
| SIPRNET | | | |
| NIPRNET | | | |
| MAKO Chat (SIPR) | | | |
| IOS | | | |
| CPOF | | | |
| GCCS | | | |
| CLC2S | | | |
| TBMCS | | | |
| JADOCS | | | |
| AFATDS | | | |
| GBS | | | |
| BCS3 | | | |
| Command Net | | | |
| Command Net | | | |
| DSN | | | |
| CELL PHONE | | | |
| VTC | | | |
| All Functional Areas Report Liaison Complete and Ready to Assume Command/Control | | | |

## 1002.  G-2 CHECKLIST

| G-2 Event/Situation | Actions Complete Y/N | From | To | Time Executed (Zulu) | Comm Net | Remarks |
|---|---|---|---|---|---|---|
| Enemy Status Updated | | | | | | |
| Liaison between LNO's Established | | | | | | |
| Positive Comm with Subordinate Units | | | | | | |
|    CENTRIXS | | | | | | |
|    SIPRNET | | | | | | |
|    NIPRNET | | | | | | |
|    IOS | | | | | | |
|    Radio | | | | | | |
|    DSN | | | | | | |
|    VTC | | | | | | |
|    Chat | | | | | | |
| Positive Comm with Higher Headquarters | | | | | | |
|    CENTRIXS | | | | | | |
|    SIPRNET | | | | | | |
|    NIPRNET | | | | | | |
|    Radio | | | | | | |
|    VTC | | | | | | |
|    DSN | | | | | | |
|    Chat | | | | | | |

## 1003.  G-3 CMO CHECKLIST

| G-3 CMO Event/Situation | Actions Complete Y/N | From | To | Time Executed (Zulu) | Comm Net | Remarks |
|---|---|---|---|---|---|---|
| CMO Status Updated | | | | | | |
| LOOs Synched | | | | | | |
| CMOC Notified | | | | | | |
| Liaison between LNO's Established | | | | | | |
| Positive Comm with Subordinate Units | | | | | | |
|    CENTRIXS | | | | | | |
|    SIPRNET | | | | | | |
|    NIPRNET | | | | | | |
|    SIPRNET | | | | | | |
|    Radio | | | | | | |
|    Chat | | | | | | |
|    VTC | | | | | | |
| Positive Comm with Higher Headquarters | | | | | | |
|    CENTRIXS | | | | | | |
|    SIPRNET | | | | | | |
|    NIPRNET | | | | | | |
|    SIPRNET | | | | | | |
|    Radio | | | | | | |
|    Chat | | | | | | |
|    VTC | | | | | | |

## 1004. G-3 OPERATIONS CHECKLIST

| G-3 OPS | | | | | | |
|---|---|---|---|---|---|---|
| Event/Situation | Actions Complete Y/N | From | To | Time Executed (Zulu) | Comm Net | Remarks |
| FRAGO Tracking | | | | | | |
| COP (C2PC) Established | | | | | | |
| RFI Tracking | | | | | | |
| B2C2WGs | | | | | | |
| Watch Bill Established | | | | | | |
| Secure VTC | | | | | | |
| PET/DASC/TMCC/ Section Watch Officers status updates and passed information | | | | | | |
| Liaison between LNO's Established | | | | | | |
| SITREP Production | | | | | | |
| **Positive Comm with Subordinate Units** | | | | | | |
| NIPRNET | | | | | | |
| SIPRNET | | | | | | |
| DSN | | | | | | |
| VTC | | | | | | |
| Chat | | | | | | |
| **Positive Comm with Higher Headquarters** | | | | | | |
| CENTRIXS | | | | | | |
| SIPRNET | | | | | | |
| NIPRNET | | | | | | |
| DSN | | | | | | |
| VTC | | | | | | |
| Chat | | | | | | |

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## 1005. <u>G-4 CHECKLIST</u>

| G-4 Event/Situation | Actions Complete Y/N | From | To | Time Executed (Zulu) | Comm Net | Remarks |
|---|---|---|---|---|---|---|
| Logistic Status Updated | | | | | | |
| Resupply Schedule Passed | | | | | | |
| Convoy Schedule Passed | | | | | | |
| Liaison between LNO's Established | | | | | | |
| Positive Comm with Subordinate Units | | | | | | |
| CENTRIXS | | | | | | |
| SIPRNET | | | | | | |
| NIPRNET | | | | | | |
| SIPRNET | | | | | | |
| Radio | | | | | | |
| Chat | | | | | | |
| VTC | | | | | | |
| Positive Comm with Higher Headquarters | | | | | | |
| CENTRIXS | | | | | | |
| SIPRNET | | | | | | |
| NIPRNET | | | | | | |
| SIPRNET | | | | | | |
| Radio | | | | | | |
| Chat | | | | | | |
| VTC | | | | | | |

## 1006. G-6 CHECKLIST

| G-6 Event/Situation | Action Complete Y/N | From | To | Time Executed (Zulu) | Comm Net | Remarks |
|---|---|---|---|---|---|---|
| Communication Nets Verified and Passed | | | | | | |
| Freq's, Passwords, E-Mail Addresses Provided/Established (Secure and Non-Secure) | | | | | | |
| Liaison between LNO's Established | | | | | | |
| Positive Comm with ALL Units | | | | | | |
| SIPRNET | | | | | | |
| NIPRNET | | | | | | |
| IOS | | | | | | |
| C2PC | | | | | | |
| DSN | | | | | | |
| Chat | | | | | | |

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Annex G – BOARDS, BUREAUS, CENTERS, CELLS, AND WORKING GROUPS

(B2C2WG) CONSOLIDATED 7 MINUTE DRILLS

1000. <u>II MEF COMMANDER'S DECISION CYCLE</u>. The figure below is a graphic representation of the CG's decision cycle, which is the foundation of the overall staff Battle Rhythm. This decision cycle assists the commander in understanding a changing environment and in focusing the staff to support critical decisions and actions. The Commander continually Plans, Executes, and Assesses, through this cycle, and throughout the cycle makes decisions at critical points. Figure G-1 below, is graphic representation of the MEF CG's decision cycle, which is the foundation of the overall staff Battle Rhythm.
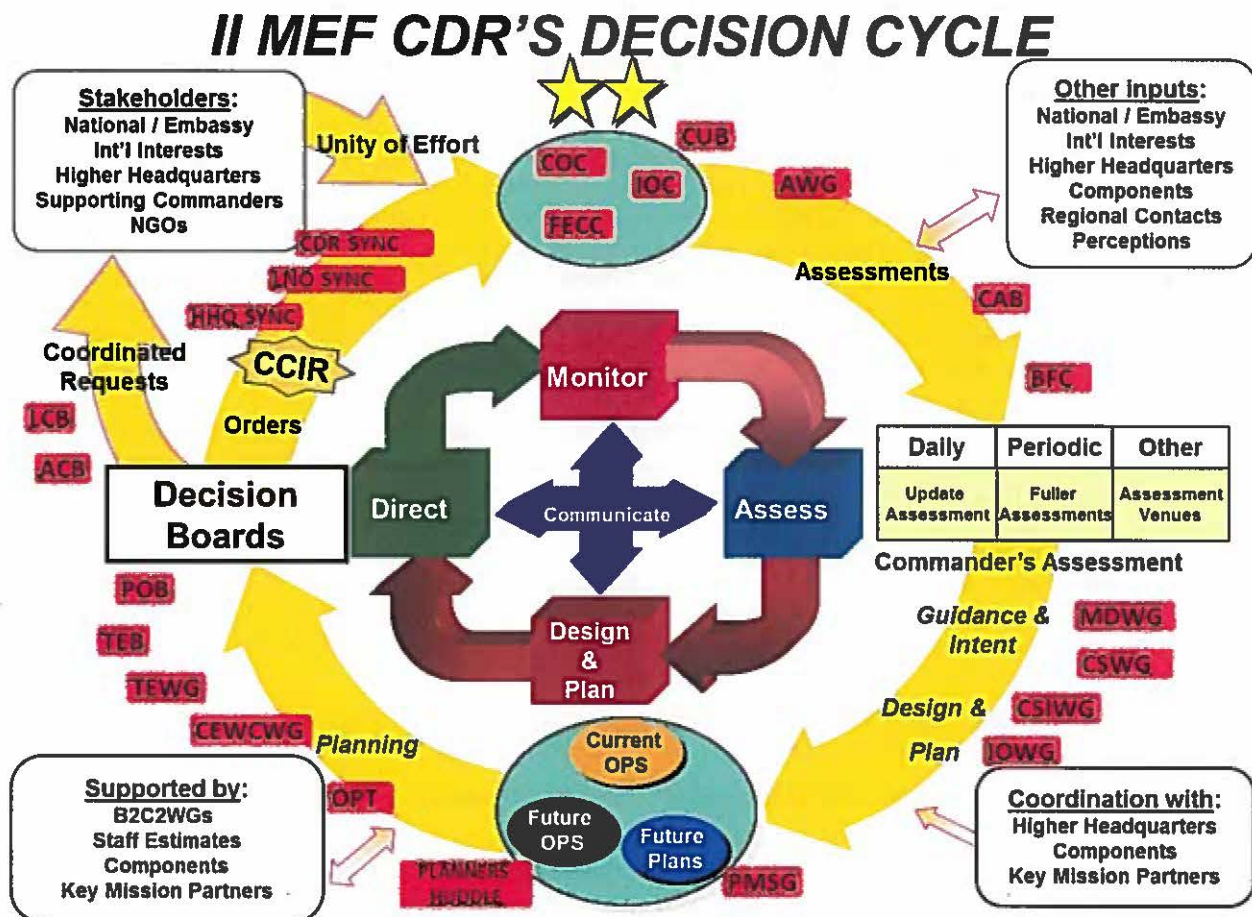


Figure G-1: II MEF CDR's Decision Cycle

1. Deciphering the decision cycle.

    a. Between the 12 and 3 o'clock position we see the daily CUB, Assessment WGs, and BFC that support the assessment process.

    b. At the 3-9 o'clock position we also see those assessment boards that enrich the commander's ability to provide good guidance and intent to his planners and to those functional WGs.

    c. At the 6 o'clock. The weekly Planning Management Steering Group (Council of Colonels) establishes planning priorities and resources those OPTs across all three planning event horizons.

    d. From the 6-9 o'clock OPTs supported by the B2C2WGs conduct planning and gain commander's guidance and decision at the Plans and Ops Board.

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    e.  Between the 9-12 positions the Commander directs the fight; support
requests outside the command are worked; CCIRs serviced; dialogue with
adjacent/subordinate commander's, etc.  It's also at the 11 o'clock we see
those daily Functional Sync Meetings held on the COC floor.

    f.  The boxes on the four corners of this slide indicate the inclusive
nature of the process - critical to the commander's success is the inclusion
of those key stakeholders in every aspect of planning and execution.

2.  Based on the MEF mission and other factors, the frequency of battle
rhythm events (daily, weekly, on-call, etc.) and whether or not we need to
reduce or add additional B2C2WGs from our B2C2WG "library" will be made.
Changes to the battle rhythm are initiated throught the Battle Rhythm Working
Group (BRWG) and are approved by the CoS.

1001.  BATTLE RHYTHM.  The daily battle rhythm is designed to support the
CG's decision cycle and must be nested with the higher headquarters Battle
Rhythm.  It is the synchronization process that influences the daily
operating tempo of MEF planning, decision, execution, and assessment cycles.
The battle rhythm provides the CG, the Command Group, Battle Staff, MSC/Es
and supporting agencies with a structured, dedicated and predictable decision
making process consisting of a synchronized series of B2C2WG meetings that
occur during the day of execution.

1.  While the daily battle rhythm schedule is primarily focused on the
activities on the day of execution, the outcomes of those B2C2WG events are
informed by events, planning cells, and decisions taking place 24-72 hours
ahead of the schedule, including the Marine Corps Planning Process,
development of the ATO, Target Planning Cycle, Intelligence Collection Cycle
and Assessments.  The daily battle rhythm provides the Command Group, Battle
Staff, and SWO, with the situational awareness necessary and framework
required coordinating activities that provide information for decisions to be
made.

    a.  It is published as part of the MEF Information Management Plan and it
is managed by the IMO as a function of the CG's Special Staff.

    b.  Oversight of the battle rhythm is the responsibility of the II MEF
CoS.

    c.  The daily battle rhythm promulgates key events such as COC Watch
turnover times, B2C2WG information and decision meetings, and times when key
warfighting products are due for review, implementation or execution.

    d.  It also includes scheduling larger staff activities that have impact
on the COC including the CG, Command Group, and Battle Staff meetings,
huddles, and VTC.

    e.  Changes to events must be brought to and approved by the CoS to
determine impact on other events and the commander's decision cycle.

2.  Battle Rhythm Schedule Considerations:

    a.  Each battle rhythm schedule is unique to each operation / exercise.
It is based upon the commander's information requirements and support to the
II MEF planning decision, execution, and assessment cycle.

    b.  Development is based upon the commander's guidance, information
requirements and timing in order for the decisions he or she makes to affect
the enemy's decision cycle.

c. Influenced by, and synchronized with, the targeting, ATO, intelligence collections and assessment cycles.

d. Managed by the CoS and coordinated through BRWG.

e. Maintained by the IMO.

f. Developed and executed by the Battle Staff and Special Staff sections.

g. An Office of Primary Responsibility (OPR) is responsible for chairing each session with designated Offices of Coordinating Responsibility (OCR) as well as assigning attendees, determining agendas and providing recommendations (Working Groups only) and or decisions (Boards only).

h. The schedule is posted to the II MEF Portal for wide access, collaboration, and situational awareness.

i. Each B2C2WG event shall possess its own collaborative workspace on the II MEF Information Portal in order to ensure widest collaboration across II MEF.

j. The SWO maintains an awareness of battle rhythm events but if not briefing, maintains a COPS focus.

k. In coalition environment, special consideration must be given to incorporation of LNOs in specific events for inclusion and coordination.

3. 7 Minute Drills. Utilized to establish audience, equipment, and timeframe required for B2C2WG's.

1002. BOARDS, BUREAUS, CENTERS, CELLS, AND WORKING GROUPS (B2C2WGs). The following table lists the current and approved B2C2WGs. These B2C2WGs will/may change based upon the Battle Rhythm of HHQ and or as directed by the CoS. This table shows a partial list of attendees and does not show Inputs/Outputs/Feeds or Tasks; for a complete list refer to the individual 7-Minute drill quad chart. Quad chart format examples can be found on the MEF Intranet portal at https://intranet1.iimef.usmc.mil/pages/matrix.aspx.

| II MEF Boards, Bureaus, Cells, Centers, and Working Groups (B2C2WGs) | | | | | | |
|---|---|---|---|---|---|---|
| Title | Purpose | Facilitator | Chair | Frequency | Duration | Internal Attendees |
| Commanders Update Brief (CUB) for Operations & Intelligence (O&I) | Brief CDR's and key staff on current and future Ops | G3 | CG | Daily | 60 Min | Command Group, Battle Staff, Plans Officer, COPSO, FOPSO, FECC, Air O, SSEC, MSC/Es and other LNOs |
| CG Planners Update/Decision Brief | Venue for Planners to interact with and receive guidance from CG on future planning | G3 Plans O | CG | Daily | 60 Min | CoS, Battle Staff, MSC/E LNOs |
| Commander's LNO Synchronization | Forum for CG to cross level information with all LNOs | SSEC/DCG | CG | Daily | 60 Min | LNOs |
| Targeting Board | Seek CG decision on targeting guidance, apportionment, RAGM, and target list management | G3 FECC | CG or Designee | Daily | 60 Min | G2, G3, FECC, Air O, COPSO/FOPSO, POLAD, PAO, Trgt Info Officer, Trgt Intel Officer, SOF and MSC/E LNOs |

| Title | Purpose | Facilitator | Chair | Frequency | Duration | Internal Attendees |
|---|---|---|---|---|---|---|
| Rules of Engagement/Authorities Working Group | Identify ROE and authorities shortfalls and requirements, in order to maintain legitimacy of mission, support CONOPS and properly regulate use of force | SJA | CG or Designee | TBD | 30 Min | SSEC, PAO, IO, G2/3, Air O, FECC, POLAD, MSC/E LNOs |
| Assessment Board | Conduct analysis of effects and achievement of objectives/end state across LOO/LOE, and provide future planning guidance | G3 Plans O | CG or Designee | As Req | 60 Min | Battle Staff, FECC, IO Rep, HHQ and MSC/E LNOs |
| Chief of Staff Huddle | Forum to cross level information and guidance across the staff | SSEC | CoS | Daily | 30 Min | Battle Staff, SgtMaj, CMDCM |
| Plans Management Steering Group | Forum for G-3 to present upcoming event's planning efforts and priorities to Battle Staff | G3 Plans O | CoS | TBD | 60 Min | Battle Staff, COPSO, FOPSO, FECC, Air O |
| Common Tactical Picture Projection | To anticipate friendly and enemy actions IOT develop a 120 hour outlook. | G3 FOPS | G3 FOPS Rep/Chief | Daily | 60 Min | COPS, FECC, GCE LNO, MAW LNO, MLG LNO, G-2, G-6, FPO |
| COMSYNCH Working Group | Establish unity of voice for MEF communication objectives, themes and messages, and unit operations and activities | PAO | CoS | As Req | 60m | POLAD/DoS LNOs, Higher and MSC/E LNOs, IO, Information Related Capabilities (IRC) rep, G2/G9 rep, Chaplain/SJA rep, Assessments rep, COPS/FOPS rep, SSEC, SgtMaj |
| MEF Requirements Review Board | Review, validate, prioritize, and approve selected Service component contract support requests | G4 OCS | CoS | TBD | 90 Min | G1/2/3/4/6/8, MRB/Supply, SJA, PAO, FECC, Contracting, IMO rep, requirements SMEs |
| Collections Management Working Group | Identify intelligence gaps and prioritize and manage organic and non-organic ISR assets to satisfy CG's PIRs | G2 | G2 Collections Mgr | Daily | 60 Min | COPS, FOPS, Targeting Officer, FECC, Air O, Force Recon Rep, MSC/E Intel Reps |
| G-3/S-3 Synchronization | Synchronize G-3/S-3 Operations. Opportunity for direct coordination and G-3 guidance | G3 | G3 | Daily | 30 Min | G3, Dep G3, G3 Plans, COPS, FOPS, FECC, MSC/E G3/S3s |

| Title | Purpose | Facilitator | Chair | Frequency | Duration | Internal Attendees |
|---|---|---|---|---|---|---|
| FOPS/COPS Synchronization | Venue to synchronize daily and transition planning products between FOPS and COPS | G3 FOPS O | G3 FOPS O | Daily | 30 Min | FOPSO, COPSO, FOPS & COPS Planners |
| Planners Working Group | Provides venue for planners to interact with primary staff planners regarding any and all planning efforts within MEF | G3 FOPS O | G3 FOPS O | Daily | 60 Min | Battle Staff Planners |
| Aviation Coordination Working Group | Match mission requirements with available assets to facilitate and finalize DS ATO. | G2 | G2 Collections Mgr | TBD | 60 Min | G2 Reps, FECC, Trgt Info Officer, Trgt Intel Officer, G4 Rep, COPS/FOPS rep, G9 Rep, SJA/PAO rep, Assessment Rep, Force Recon rep |
| Aviation Coordination Board | Match HHQ and CG's mission requirements with available assets. | G3 | G3 Air O | Daily | 60 Min | Battle Staff, FECC/COPS/FOPS, LNOs, G2 METOC, SMO PMC Coordinator |
| Targeting Working Group | Develop targeting plan, make recommendations on Target List Management, resource allocation, targeting priorities, and conduct assessment of targeting cycle | Targeting Officer | G3 FECC | Daily | 90 Min | G3 Targeting Officer/Chief, Air rep, COPS/FOPS, IO and G9 Planners, G2 Targeting Officer, G2 Collections, PAO Chief, Inter-Agency Reps, FECC, PAO, SJA, Assessments, RadBn and ANGLICO rep, SOFLE, Div, MAW and MLG rep |
| Targeting Synchronization Working Group | Synch targeting by assigning responsibilities to detect, deliver and assess attacks on specific HPT. | Targeting Officer | G3 FECC | Daily | 60 Min | G3 Trgt Off/Chief, IO, G9 Planner, G2 Trgt Officer, G2 Collections, SOF and MSC/E LNOs |
| Assessment Working Group | Conduct analysis regarding the JTFs effects and achievement of objectives/end state. | G3 Plans O | G3 | As Req | 60 Min | G2 rep, IO rep, G3 rep, G3 Plans rep, FECC, PAO, G1/4/6/9 rep |
| Sustainment Working Group | Reconcile sustainment issues and requirements. Recommend prioritization and allocation of Log resources in support of MEF priorities | G4 | G4 MRO | Daily | 60 Min | Battle Staff Reps, G4 COPS, SupO, MMO, ORDO, MRO, MDDOC OIC |

| Title | Purpose | Facilitator | Chair | Frequency | Duration | Internal Attendees |
|---|---|---|---|---|---|---|
| Logistics Coordination Board | Opportunity to coordinate and synchronize ongoing operations, future operations, and identify/solve issues that impact operations. | G4 | G4 OpsO | Daily | 120 Min | G4, COPS, HSS rep, MRBO, Eng Off |
| Information Operations Working Group | Integrate actions to affect key decision makers' information and information systems based on on the CG's objectives | IO Officer | G3 FECC | TBD | 60m | IO Section, Trgt Intel Officer, COMCAM, OPSEC Officer, PAO, G2 rep, G9 rep, SJA, COPS, Assessment rep, MSC/E LNOs |
| Transportation Working Group | Forum to synchronize and prioritize MEF ground transportation movements of capability sets, passengers, cargo, mail, and bulk liquids to support operational requirements. | G4 | MDDOC OIC | Daily | 60 Min | Air O, FECC, CIED, MMCC OIC, G4 COPS, Air Movement Coordinator, MTO, G1 Ops, MSC/E UMCCS and G3/G4 reps |
| Re-deployment Working Group | Review and plan for redeployment. | G4 SMO | G4 | TBD | TBD | G4 COPS, SMOs, SMO Chief, HSS rep, MHG Embark Officer, MSC/E Embark rep, MDDOC rep, Contracting rep, G3 FDP&E rep |
| Joint Facilities Utilization Board | Approve and prioritize purchase requests for new construction between $50k and $750k, repair and renovation up to $2.0M for O&MA and $5.0M for O&MMC funds and non-organic Troop Labor requests. | G4 Engineers | G4 | Weekly | 60 Min | Requesting Unit, MSC/E Engineer rep, Installation rep, CMI/Structural Engineer, ATFP rep, Environmental Engineer |
| Prioritized Engineer Project Working Group | Validate and prioritize requests for construction under Title 10. | G4 Engineers | G4 ROICC | Weekly | 60m | Requesting Unit, MSC/E Engineer rep, Installation rep, CMI/Structural Engineer, ATFP rep, Environmental Engineer |
| Deployment Operations FDP&E Working Group | Deployment and redeployment planning across functional areas of the MEF in support of OPCON forces. | G3/G4 | G3 FDO/G4 SMO | Daily | 60m | Air, MDDOC OIC, MMCC OIC, G4 Air Movement Coordinator, MTO, G1 Ops, MSC/E UMCCs and G1/3/4 reps, Comptroller |

| Title | Purpose | Facilitator | Chair | Frequency | Duration | Internal Attendees |
|---|---|---|---|---|---|---|
| Information Management Working Group | Manage and coordinate IM/C2 within MEF and actively resolve cross-functional IM/C2/C4I issues. | IMO | IM Supervisor | Daily | 120m | Battle Staff KM reps, MSC/E IMOs |
| C5I Coordination Working Group | Manage comm requests and capabilities for MEF operations. Ensure connectivity between, HHQ, Adjacent and Subordinate units. | G6 | G6 | Daily | 60m | G2, IMO, MSC/E G/S6s, Senior IT rep |
| Civil-Military Operations Working Group | Integrate actions taken to affect key decision makers' information and information systems based on the CG's objectives. | G9 | G9 CMO Planner | Daily | 60 Min | G9 section, G2 rep, IO rep, MISO rep, Contracting Officer, Cultural Advisor, Assessment rep, COPS/FOPS reps, Interagency reps, MSC/E LNOs |
| Force Protection Working Group | Conduct risk assessment and planning to develop a mitigation strategy for execution within the AT plan for CG decision. | AT Officer | AT Chief | TBD | 30-45 Min | HQ CMDT, Base Cluster Rep, Battle Staff, MSC/E ATOs |
| Cyber Electronic Warfare Coordination Cell | Fuse cyber intel and info across the G-2/3/6 IOT formulate cyber defensive measures, incorporate cyber offensive measures ISO tactical ops, nominate targets, and produce a consolidated Cyber Operations brief to inform full spectrum targeting and cyber effects on operations. | CEWCC OIC/G6 Ops | FECC | Daily | 60 Min | CEWCC, IO OIC, Trgt Info Officer, Space Ops Officer |
| Materiel Readiness Working Group | Reconcile sustainment issues and requirements. Recommend prioritization and allocation of resources in support of MEF priorities. | G4 | G4 MRO | Weekly | 60 Min | SupO, MMO, MROs, G4 Functional Reps, MSC/E SupOs/MMOs |

## Annex H - REPORTS TEMPLATE

1000. <u>OVERVIEW</u>. Report formats are posted on the II MEF Intranet Portal (NIPR and SIPR), and on the deployed SharePoint portals. Formats can be found at the top level II MEF site, under the Reports Tab.

1001. <u>SIGNIFICANT EVENTS AND REPORTING REQUIREMENTS</u>

1. Significant Events (SIGEVENTS) Include:

   a. CCIRs.

   b. Casualties during events as a result of friendly action:

      (1) Friendly.

      (2) Enemy.

      (3) Civilian.

   c. IDF on a camp or IVO unit.

   d. Planned Operations of:

      (1) Short Duration.

      (2) Against Specific Targets.

   e. Caches & Weapons Discovery.

   f. Unexplained Explosions.

   g. Abandoned/Disabled Vehicles on MSR/ASR (because of):

      (1) Recovery Efforts.

      (2) Potential VBIED Threat.

   h. Any action or event that could result in significant cultural, political or media interest.

2. Significant Events (SIGEVENTS) do not Include:

   a. UXO Discovery.

   b. Reports from HN forces not yet confirmed by coalition forces.

   c. Intelligence Reports.

1002. <u>SIGNIFICANT EVENTS REPORTING STANDARDS</u>

1. <u>Immediate SPOTREP</u>: report the following events immediately (via voice/radio or most expedient means), w/ updates hourly (or as soon as possible) and continue until event closes via written Msg traffic:

   a. Any CCIR.

   b. Key Infrastructure Status Change:

      (1) Oil.

      (2) Electricity.

      (3) Bridges.

      (4) LOCs.

      (5) Dams.

   c. WMD Discovery.

   d. Cross-border fires and/or Significant Border Activity.

e. NBC Use or suspected use by Enemy.

f. Attack against Key Host Nation Infrastructure.

2. <u>Immediate SPOTREP (Voice/Radio/Digital Message) Format</u>:

    a. Line 1: WHO (Unit/Co/Bn).

    b. Line 2: WHAT (Example: DF/SAF/IDF/IED/EOF).

    c. Line 3: WHEN (DTG).

    d. Line 4: WHERE.

        (1) Grid.

        (2) Reference (To known point or area).

    e. Line 5: Potential Effect on Current Ops.

    f. Line 6: Continuing Actions/Assistance Required.

    g. Line 7: Electronic Counter Measures (ECM) in use against IED events.

3. <u>2 hours (-) SPOTREP</u>: report the following events (via written message traffic) within 2 hours or less. Continue updates until event closes:

    a. Immediate SPOTREP Events (Work towards closing Immediate SPOTREP event with written Report).

    b. Enemy Contact (any).

    c. EOF incident (with no injuries or deaths).

    d. IED/Mine Attacks.

    e. Detention on Personnel (apprehension of, transport to and processing at a detention facility).

4. <u>6 hours (-) SPOTREP</u>: report the following events (via written message traffic) within 6 hours or less. Continue updates until event closes (example discovery of):

    a. IED.

    b. Weapons Cache.

    c. Summary of Battalion and higher Operations.

5. <u>For All Message Traffic</u>: when applicable – use the phrase: "<u>No Casualties or Damage Reported</u> to close Written Text Message Traffic.

1003. <u>SIGEVENT Reporting (Things to look for in Reports)</u>

1. Indirect Fire (IDF) Attack:

    a. Confirmation:

        (1) Visual or Audio confirmation of impacts.

        (2) Direction, Distance and/or .Location of Impacts.

    b. Location/Direction of the POO.

    c. Number of Rounds received.

    d. Investigation: Element assigned to investigate the POO.

e.  Crater Analysis completed.

f.  BDA (If Counter-battery Fires conducted).

g.  Casualties (Friendly & Civilian).

2.  IED/Mine Attacks and/or Discovery:

a.  Type of IED used.

b.  Mounted/Dismounted unit.

c.  Search of the area for the triggerman.

d.  Recovery of vehicle/equipment (if attacked).

e.  Destruction of IED by EOD.

f.  Discovery - What tipped us off?

g.  Casualties (yes/no, number, type).

h.  Vehicle Damage - if HMMWV was damaged/destroyed:

(1) Type of HMMWV.

(2) Level of armor.

(3) Serial # of vehicle.

(4) ECM (CREW) in use.

(5) Escalation of Force Incidents:

(a) Friendly Forces:  Actions (SNAP/VCP/IED Cordon, Convoy, Etc...).

(b) Vehicle Actions:  Prior to engagement - what was the vehicle doing?

(c) Convoy:  Warning signs in place?

(6) Escalation of Force: Steps taken in escalation.

(a) Target:  What was shot at (Tires, engine block, etc...).

(b) Discovery:  Explosives, weapons, etc...

(c) Investigation:  Unit SJA investigation of the incident.

<u>1</u>.  Investigations are required for all EOFs that involve serious injury or death;

<u>2</u>.  Serious Injury is any event in which a civilian is injured in an EOF event where they require evacuation to, and medical treatment at a medical facility.

3.  Cordon & Search/Knock or Raid:

a.  Purpose:  Mission of...

b.  Target:  Intended target captured, killed, etc...

c.  Discovery:  Equipment, Money, Propaganda, Contraband, etc...

d.  Engagement:

(1) Enemy Forces, suspects, targets engaged.

(2) Escalation of Force used during engagement.

4. Vehicle Engagements

    a.  What were the friendly forces doing?  (Snap VCP, IED cordon, convoy etc).

    b.  What was the vehicle doing prior to the engagement?

    c.  (If we were in convoy) Did we have a sign on the back of the rear vehicle warning people.

    d.  (If we were on the ground) What type of signs, barriers did we have in place?

    e.  Was escalation of force used?

    f.  What did we shoot at (tires, engine block, etc)?

    g.  Did we find anything in the vehicle?

    h.  Do we intend to have unit SJA investigate the incident?

5. DF/SAF Attacks:

    a.  Reference to a known point.

    b.  (#) of Rounds and Type.

    c.  POO/POI (Point of Origin/Point of Impact).

    d.  Was there PID (Positive Identification) of shooter).

    e.  Was there return fire/fires.

    f.  What was unit doing when they received SAF.

6. Detentions:

    a.  Purpose:  why was person detained (due to HUMINT, Discovery of contraband, etc…)?

    b.  Method:  how was person detained?

    c.  Significance:  HVI?

7. Source of classification of HVI status?

1004.  REPORTS SUMMARY.  Table H-1 delineates the required MEF reports to include: frequency and office of primary responsibility.  This list is not all inclusive and will/may change based upon mission and HHQ guidance. Report formats can be found within the respective tab of each OPR on the MEF SharePoint at: https://intranet1.iimef.usmc.mil/pages/matrix.aspx

| REPORT | FREQUENCY | OPR |
|---|---|---|
| Joint Personnel Status Report (JPERSAT) | Daily | MEF G-1 |
| Serious Incident Report | As Required | MEF G-1, G-3/SWO |
| Casualty Evacuation (CASEVAC) | As Required | MEF G-1, HSS |
| Personnel Casualty Report | As Directed by HHQ | MEF G-1, HSS |
| Intelligence Summary (INTSUM) | Daily | MEF G-2 |
| Mission Report (MISREP) | As Required | MEF G-2 |
| Position Report (POSREP) | As Directed | MEF G-2 |
| Battle Damage Reports | As Required | MEF G-2 |

| REPORT | FREQUENCY | OPR |
|---|---|---|
| Situation Report (SITREP) | Daily | MEF G-3 |
| SPOT / SALUTE Report | As Required | MEF G-3 |
| UXO / IED Report | As Required | MEF G-3 |
| Significant Events Reporting Requirements | As Required | MEF G-3 |
| Target Nomination List | Daily | MEF G-3 FECC |
| Target Bulletin (TARBUL) | As Required | MEF G-3 FECC |
| Guns Up Ready to Fire (GURF) | As Required | MEF G-3 FECC |
| Target Report (TAREP) | As Required | MEF G-3 FECC |
| Displacement Report (DISREP) | As Required | MEF G-3 FECC |
| Shell Report (SHELREP) | As Required | MEF G-3 FECC |
| Fires Capability | Daily | MEF G-3 FECC |
| OPREP-3 Message | As Required | MEF G-3/G-1 |
| Logistics Class I Rations Report | Daily | MEF G-4 |
| Logistics Class III Fuels Report | Daily | MEF G-4 |
| Logistics Class V (W) Ground Ammo Report | Daily | MEF G-4 |
| Mission Essential Equipment Report | Daily | MEF G-4 |
| Deadline Report | Weekly | MEF G-4 |
| Combat Loss Report | Weekly | MEF G-4 |
| Engineer Situation Report | Weekly | MEF G-4 |
| Communication Status Report | Daily | MEF G-6 |
| Communications Means Message | As Required | MEF G-6 |
| Civil Military Affairs Daily Situation Report | Daily | MEF G-9 (CMO) |
| CA Team CMO Daily Situation Report | Daily | MEF G-9 (CMO) |
| Medical Joining Report | As Required | MEF HSS |
| Facilities Spot Status Report | When Role 2d capability is achieved 80% occupancy or major surgery backup of >6 hours. | MEF HSS |
| Medical Census Report | Daily | MEF HSS |
| Medical Disease Surveillance Report | Weekly | MEF HSS |
| Medical Situational Report | Daily | MEF HSS |
| Information Management Services Report | Daily | MEF IMO |
| Public Affairs Daily SITREP | Daily | Public Affairs |
| Public Affairs Hold Harmless Agreement | As Required | Public Affairs |
| Public Affairs Agreement to Reimburse | As Required | Public Affairs |
| Foreign Claims Commission Report | Monthly | SJA |
| Serious Misconduct & Reportable Officer Misconduct Report | As Required | SJA |

Table H-1:   MEF Reports

## Annex I —LIAISON OFFICERS (LNOs)

## 1000.  OVERVIEW

Reference (cm) articulates in detail the requirements for integration of liaison officers (LNOs) in a Joint Task Force environment.  The guidelines and recommendations contained therein are applicable as much today as they were when the reference was written.  II MEF will adhere as closely as possible to the tenants laid out in the reference, and based upon assigned mission, personnel availability, time, other resources and commander's guidance, will adjust accordingly.  We can expect and must prepare for the requirement to send II MEF personnel to higher, adjacent and possibly to supporting organizations (both government and non-government), in any future combat environment the MEF will be a part of.  Additionally, II MEF staff sections must plan and prepare to receive liaison officers from subordinate, adjacent, supporting organization (government and non-government), and even higher headquarters.

## 1001.  FUNCTIONS AND ROLES

1.  Basic Functions.  IAW reference (cm), "LNOs perform several critical functions that are consistent across the full range of military operations. The extent to which these functions are performed depends on the mission, as well as the charter established by the sending organization commander.  The LNO has four basic functions: monitor, coordinate, advise, and assist."

a.  Monitor.  The LNO must monitor the operations of both the gaining command and their parent command, and understand how each affects the other. At a minimum, the LNO must monitor the current and planned operations, understand and monitor pertinent staff issues, and anticipate potential problems.

b.  Coordinate.  The understanding and procedures the LNO builds while monitoring the situation helps facilitate the synchronization of their parent command's operations and future plans with those of the gaining command.

c.  Advise.  The LNO is the gaining commands expert on II MEF's capabilities and limitations.  The LNO must be able to advise the JTF commander and staff on the optimum use of the command they represent.

d.  Assist.  The LNO must assist on two levels.  First, the LNO must act as the conduit between the sending command and the gaining command.  Second, by integrating into the gaining command and attending various boards, meetings, and planning sessions, the LNO can ensure that those groups make informed decisions.

2.  Basic Roles.  The LNO is the personal and official representative of the sending organization commander and should be authorized direct face-to-face liaison with the gaining commander.  As such, the LNO must have the special confidence of both the sending organization and the receiving commander.  The LNO supports the assigned headquarters and can serve as a conduit of critical information to the assigned commander and staff.  However, the LNO's chain of command is different from that of augments to the same staff.  The LNO remains in the chain of command of the sending organization.

a.  The four basic LNO functions (monitor, coordinate, advise, and assist) encompass activities that take place in many of the staff directorates, agencies, boards, and cells that may be established within the gaining headquarters.  Because of their broad functions, it is frequently—but incorrectly—assumed that LNOs fill a staff role within the gaining headquarters; roles more appropriately filled by augments serving as full-

time planners or watch officers within the COC or other staff directorates. While LNOs are closely involved in the planning process and with activities within the COC, their function is not the same as an augment. Some common misconceptions about LNO functions:

(1) LNOs are full-time planners. If the gaining command identifies the need for a full-time component, agency, or subject matter planner, that requirement should be identified separately within the JTF manning document.

(2) LNOs are watch officers. An LNO should not be expected to fulfill the responsibilities of a full-time watch officer within the COC; although an LNO may use the COC as the base of operations, LNO functions require an LNO presence in many locations throughout the gaining headquarters.

(3) LNOs are a substitute for transporting critical information through normal C2 channels. LNOs are not a substitute for transporting critical information through normal C2 channels. The fact an LNOs has relayed information to their respective organization does not relieve the gaining staff of their responsibility to promulgate the same information via normal and more formal means.

(4) LNOs are a substitute for proper staff-to-staff coordination. LNOs are not a replacement for proper staff-to-staff coordination. As an example, if the gaining command J/G-3 wants to ensure that coordinating instructions in a recently released FRAG order are clearly understood by a particular organization, then the J/G-3 should communicate directly with the operations officer or equivalent staff principal of that unit, rather than use the LNO as a middle-man to relay the expectations and interpretations of the two staffs.

(5) LNOs are a replacement for augments or representatives.

(a) Liaisons are employed between higher, lower, and adjacent formations. They represent the sending organization's capabilities, plans, and concerns, and normally remain at the receiving organization's headquarters. Because the LNO represents the sending commander, the LNO must understand how that commander thinks; interpret the commander's messages; convey the commander's vision, intent, mission, concept of operations, and guidance; represent the commander's positions.

(b) Augments are individuals assigned to a specific billet within various staff directorates, agencies, boards, or cells that require specific skills or subject matter expertise. Augments work for the receiving commander or staff, and usually fill a requirement of the gaining organization. They are externally sourced and provide an indirect link to their sending organization. They have no command decision making authority for the sending unit.

(c) Representatives work for the sending organization and provide short term, as required input into the planning process. They are a direct link to the sending unit commander and have limited decision making authority for the sending unit. Representatives are expected to be subject matter experts for the function they represent.

b. The command role of the LNO is an essential C2 bridge between headquarters. LNOs are not a substitute for C2 channels; rather, they enhance the C2 process between headquarters. LNOs are not a substitute for normal staff coordination; rather, they facilitate effective coordination. An LNO can significantly enhance communications between sending and receiving

organizations if the command role the LNO assumes is clearly understood by the commanders and staffs of both organizations.

1002. <u>RECEIVING UNIT RESPONSIBILITIES</u>. Reference (cm) identifies several responsibilities for a gaining command with requesting and receiving LNOs: determination of requirements, submission of LNO request, administrative support requirements, communications access, as well as detailed joining instructions prior to joining the command. For the II MEF staff, the critical responsibility we have in support of LNOs is staff integration upon arrival. The COS is normally the single best POC to ensure LNOs are integrated into the staff and have the access needed to perform their functions. The reception and integration plan should specify how to accomplish the following:

1. <u>Update the Situation</u>. Brief the arriving LNO on the current II MEF situation and mission, with particular emphasis on any changes since the LNO's departure from their parent command.

2. <u>Provide Access to Unit and Individual Training</u>. Although it is the LNO's responsibility to complete all required or desired unit or individual training before departing from their parent organization, sometimes that training is not available due to scheduling or time constraints. If it is critical to the success of the LNO, specified training should be provided as soon as possible by the MEF.

3. <u>Issue and Provide Training on Equipment</u>. Issue any required individual equipment that may be unique to the operational environment the LNO may be working in. Additionally, the MEF should provide training on any technical equipment that will be used to facilitate the interaction between the LNO and their parent unit.

4. <u>Orient the LNO to the Command</u>. The LNO should be given an orientation to the MEF command facilities and their location. Subject areas might include:

    a. A general overview of the headquarters.

    b. Billeting/Housing area where the LNO will be quartered.

    c. Messing area where the LNO will be fed and the meal times.

    d. Medical and dental facilities.

    e. Transportation arrangements.

    f. Security.

    g. Communications facilities and capabilities of the MEF.

5. <u>Provide Access to Key Groups</u>. Ensure LNOs have access to II MEF key command and staff groups. An in brief with the MEF commander may be appropriate. Quickly establish the role of LNOs as a key information conduit and facilitator with their parent command. Ensure command relationship and chains of command among the LNO, the MEF, and the sending unit are clearly understood by all concerned.

1003. <u>SENDING UNIT RESPONSIBILITIES</u>. As with receiving an LNO, reference (cm) provides detailed guidance for II MEF staff to consider when preparing to send MEF personnel as LNOs. The key area for staff consideration is preparing and training.

1. <u>Training Timelines</u>. Preparing and training our personnel to serve as an LNO must be viewed as a long-term investment to ensure mission success in the

event of a contingency. Training should proceed on two distinct training timelines: long lead-time and short lead-time.

a. Long lead-time training consists of formal professional military education courses supplemented by active participation in MEF exercises.

b. Short lead-time preparation starts when the MEF receives notice contingency planning has started at the receiving organization. (The LNO typically participates as a component staff member during the initial or crisis action phase of planning before deployment.) Early and active participation by designate MEF personnel (outbound LNO) during contingency planning provides the time necessary to gain an understanding of the receiving commander's thought processes. Early participation also helps the LNO understand any unique staff processes, problems, or issues before he or she assumes the LNO position at the receiving command. A successful LNO must thoroughly understand issues and challenges facing the MEF commander and be able to represent the MEF commander to the receiving commander and staff successfully. Careful selection and training of the LNO is in the best interests of the MEF commander.

2. <u>Pre-deployment Preparation</u>. The designated LNO/LNO team may be required to be listed in the TPFDD or integrated into the receiving unit's deployment plan. Pre-deployment medical and dental screening is generally required, including medical prophylaxis treatments (immunizations, malaria prophylactics, etc.). Issuance of equipment and weapons, and requisite training or qualification on the issued items, may be required.

1004. <u>LNO RESPONSIBILITIES</u>. Reference (cm) identifies key measures a designated LNO should consider in order to increase their likelihood of successful assignment. Of critical note is the "during deployment: considerations delineated below.

1. Determine how the MEF will be employed and report on all matters within the scope of the mission at hand. In order to carry out this function, the LNO must be kept informed of the MEF's situation and make that information available to the receiving staff. Accuracy is critical.

2. Regularly report to the MEF, providing any information deemed appropriate.

3. Maintain an accurate journal of all situation reports (SITREPs) submitted, actions taken, and information received from or sent to the MEF.

4. Report immediately to the MEF if unable to accomplish the liaison mission. If possible, provide a recommendation of how the adverse situation can be rectified.

5. Ensure that the LNO's location at the receiving headquarters is known at all times.

6. Represent the MEF in receiving staff meetings, commander's updates, and intelligence updates. Be prepared to offer recommendations and comments on developing plans or courses of action as they apply to the MEF or supporting units.

7. Be prepared to brief the current status of the MEF at the receiving commander's daily updates and other appropriate planning group meetings, as required.

8. Maintain a comprehensive POC listing of both receiving headquarters' staff and other pertinent commands.

9. Maintain continuous situational awareness of the receiving commands planning and execution cycles in order to ensure the MEF is properly employed. The LNO must keep abreast of all significant problems experienced by the MEF that could affect operations of other commands, and vice versa. Ensure this information is conveyed to the appropriate receiving staff personnel and provide recommendations to optimize the employment of the MEF.

10. Offer clear, concise, and accurate information and recommendations in a timely manner to the receiving staff and the MEF. The LNO should always ask:

    a. Does the MEF know?

    b. Will the MEF have a need for it?

    c. Is it important to the MEF commander?

    d. Who else needs to know?

    e. Is this an appropriate mission for the MEF?

    f. Does it support the overall plan?

    g. Is it operationally feasible for the MEF?

    h. Are the required resources available to execute?

## Annex J —II MEF FIRES

1000.  <u>OVERVIEW</u>.

The Fires, Effects, Coordination Center (FECC) ensures the timely, efficient employment of organic and external assets against enemy targets capable of affecting the MAGTF commander's battle space or forces.  It ensures lethal and non-lethal effects are planned and executed to support the commander's intent and guidance.  While the FECC aids the commander in fighting the single-battle, its focus is on the deep fight.  The FECC assists in providing and coordinating fires and their effects for the close and rear fight as required.  When operating afloat the FECC will occupy space in the Supporting Arms Coordination Center (SACC).

1001.  <u>ORGANIZATION/STRUCTURES</u>.

1.  <u>Command Section</u>.  The FECC Command Section serves as the MAGTF Commander's principal staff section responsible for the overall planning and execution of fires throughout the MAGTF Area of Operations.  The members of the FECC Command Section are as follows:

   a.  FEC (Col/8041/8042).

   b.  Deputy FEC (LtCol/0802).

   c.  Force Effects Chief (MGySgt/0861).

2.  <u>Air Section</u>.  The Air Section serves as the principal staff section under the FECC Command Section responsible for the coordination and integration of all aviation fires and support throughout the MAGTF AO.  Members of the FECC Air Section are as follows:

   a.  Air Section OIC (LtCol/75xx).

   b.  Air Section Assistant OIC/Aviation C2 (Maj/75xx).

   c.  Fixed Wing Planner (Capt/75xx).

   d.  Rotary Wing Planner (Capt/75xx).

   e.  Electronic Warfare Planner (Maj/7588).

   f.  Unmanned Aircraft System Planner (Maj/7315).

   g.  Command and Control Planner (Maj/7202).

   h.  TBMCS Operator.

   i.  MAW LNO/TACP Officer.

3.  Plans Section.  The Plans Section is tasked with supporting the planning functions carried out in G-3 Plans and FOPS Sections of the MAGTF.  It provides representation to planning cells / Operations Planning Team (OPTs) and returns with the necessary input to inform the production of documents for the Target Guidance Working Group (TGWG) and Synchronization Working Group (SWG).  General tasks include.

   a.  Develop a concept of fires for each COA.

   b.  Conduct functional and detailed planning to translate each COA into executable fire support tasks, or ends, ways, means, and risks.

   c.  Integrate fires with intelligence, information operations, and engineering operations during the target development process.

   d.  Participate in COA war-game, providing staff estimates.

e. Develop decision support tools for use during execution by the Current Fires Section.

f. Prepare the concept of fires for the basic Order. Coordinate the writing and production of the tabs and exhibits for Appendix 19 to Annex C of the II MEF OPORD and any other appendices required.

g. The Plans Section supports future operations using the MCPP/Navy Planning Process. The Plans Section attends all OPT meeting and provides estimates of supportability and staff estimates during the MCPP. The Plans Section provides information to both Targeting and Fires Sections to continue target development and fire support coordination respectively.

h. The members of the FECC Plans Section are as follows:

(1) Plans OIC (LtCol/0802).

(2) Plans Chief (MSgt/0861).

(3) <u>Lethal Effects Section of Plans Section.</u>

(a) Plans Assistant OIC for Lethal Effects (Maj/0802/75xx).

(b) Artillery Officer (Capt/0802).

(c) Air C2 Planner (Maj/7202)

(d) Naval Gunfire Liaison Officer (LT/1110).

(e) Counter Fire Liaison Officer (CFLNO) (Capt/0802/14th Marines augment).

(f) Special Operations Forces Liaison Element (SOFLE).

(g) Combined Joint Task Force (CJTF) Fires Liaison Officer.

(4) <u>Non-Lethal Section of the Plans Section.</u> The Non-Lethal Section conducts IO. The general duties of the Non-Lethal Section are as follows:

(a) Plans Assistant OIC for Non-Lethal Effects (Maj/8834).

(b) Military Deception (MILDEC) Officer (Capt/0510).

(c) Technical Information Operations Officer (Capt/0510).

(d) Defensive Cyberspace Operations Officer (GySgt/0689).

(e) Space Operations Officer (Capt/8866).

(f) Electronic Warfare Officer (Maj/7588).

(g) Civil Military Operations (CMO) Officer (Maj/0530).

(h) Radio Battalion Liaison (RAD BN augment).

(i) Military Information Support Operations (MISO) Officer (MCIOC augment).

(j) Military Information Support Operations (MISO) Chief (MCIOC augment).

(k) Combat Camera (COMCAM) Officer (Capt/4602).

4. <u>Targeting Section.</u> The Targeting Section is responsible for the target development process within the fire support plan. This includes chairing the Targeting Working Group to develop proposed integrated targeting objectives and priorities of attack. The Targeting Section conducts targeting boards and confirmation briefs as required. Close interaction with the Target Intelligence Officer is central to target development within the targeting

process.  Once a target has been developed, it will be vetted, validated, and prioritized.  The Targeting Officer will sponsor those targets through the targeting board, and either forward them to MAGTF fire support agencies or nominate them to higher headquarters for sourcing.

    a.  The Targeting Section uses the Decide, Detect, Deliver, Assess (D3A) methodology and integrates with the Joint Targeting Process to identify, prioritize and develop targets and target lists.  It also refines measures of effectiveness and performance provided by the Plans Section; however, it is essential to note that in order to accomplish this effectively it requires close staff integration with COPs, FOPs, G2, and Assessments.

    b.  The members of the FECC Targeting Section are as follows.

        (1)  Targeting Section OIC (LtCol/0802).

        (2)  Targeting Section Assistant OIC for Deliberate Targeting (Capt/0802).

        (3)  Deliberate Targeting Chief (MSgt/0861).

        (4)  Deliberate Target Intelligence Officer (G2 augment).

        (5)  Deliberate Targeting Clerk (Cpl/0861).

        (6)  Targeting Section Assistant OIC for Dynamic Targeting (Maj/0802/75xx).

        (7)  Target Information Officer (XWO3/0803).

        (8)  Joint Terminal Attack Controller (JTAC) (Capt/8002).

        (9)  Battle Space Coordinator (GySgt/0861) (2d ANGLICO augment).

        (10)  Radio Battalion Liaison.

        (11)  Intel Analyst (G2 augment).

5.  Current Fires Section.  The Current Fires Section is the "current operations" or "COC fires" section of the FECC, located within the COC and under the direction of the COPSO and the SWO.  They execute the deep fight.  This section monitors the execution of the fire support plan, revises and adjusts the plan based on the developing situation, and engages reactive targets per the MAGTF Commander's guidance.  It will also coordinate fires for the close and rear fight as required.  The section is organized and manned to meet mission requirements.  Annex (A) covers the Current Fires Section.

    a.  The Current Fires Section supports current operations with products developed and provided by the Plans and Targeting Sections.  The Fires Section conducts dynamic targeting, makes re-tasking and re-attack recommendations based on the evolving tactical situation and provides input to time sensitive targeting decisions.

    b.  The members of the FECC Current Fires Section are as follows:

        (1)  Current Fires OIC (LtCol/0802)

        (2)  Current Fires Assistant OIC (Fires Watch Officer) (Capt/0802/75xx).

        (3)  Fires Watch Chief (SSgt/0861).

        (4)  Counter Fire Watch Officer (CFWO) (Field Artillery Headquarters [FAHQ] augment).

        (5)  Artillery Watch Officer (Capt/0802).

(6) Naval Gunfire Liaison Officer (LT/1110)

(7) Air Fires Watch Officer and TBMCS Operator (MAW/Air Support Liaison Element [ASLT]/TBMCS augments).

(8) Information Operations Watch Officer.

(9) AFATDS Operator (Sgt/0861).

(10) C2PC/JADOCS Operator (Sgt/0861).

(11) Fires Clerk (Cpl/0861).

c.  The following are tasks that the Current Fires Section will perform in the II MEF COC:

(1) Select Emerging Deep Targets for Attack.  At the MEF most targets are pre-planned.  However as operations progress, COC Fires will receive reports of actual and suspected enemy locations and movements.  These reports are normally provided by the G-2 Target Intelligence Officer.  Occasionally, target information on high payoff targets is received directly from Recon or the MSC/Es.  This information is perishable and the rapid servicing of these targets may have a positive impact on the current battle.  In such instances, the Current Fires Watch Section will evaluate the information and compare the target description and location against targets scheduled for attack on the current days Battle Space Shaping Matrix (BSM) and ATO/Integrated Tasking Order (ITO).  If the target is not scheduled for attack, it is prioritized using the Reactive Attack Guidance Matrix (RAGM).  The optimal weapons system to engage the target is then selected from the Target Selections Standards (TSS) Matrix.  If the target is selected for attack, the COC Current Fires Section conducts rapid planning and issues the necessary orders and instructions.

(2) Fire Support Coordination and Prioritization of Conflicts.  As the current fight develops, fire support priorities for artillery, air, and NSFS assets may require adjustments.  This normally occurs when a maneuver unit that does not have priority for fires encounters enemy resistance that threatens mission accomplishment, or will cause unacceptable casualties and cannot be defeated by organic weapons.  Fire support coordination conflicts normally involve enemy forces positioned within friendly divisions or corps boundaries that cannot be solved by direct coordination between the adjacent units.  The Current Fires Watch Section, with its wider scope of situational awareness and established communications with the MSC/Es and adjacent corps/field army Fire Support Elements (FSEs), is best suited to resolve these conflicts.

(3) Coordinate FSCMs.  The coordination and dissemination of fire support coordination measures is a time-sensitive function that is usually accomplished by the COC Current Fires Watch Section in conjunction with the COPS Watch Officer.  This section coordinates changes or shifts in preplanned/on order Fire Support Coordination Line (FSCL) with appropriate MSE fires agencies Ground Combat Element (GCE), Fire Support Coordination Center (FSCC), Tactical Air Coordination Center (TACC), Direct Air Support Center (DASC) as well as higher, adjacent, and supporting units such as the Joint FSE.  It also establishes, coordinates, and publishes both restrictive and permissive FSCMs.

(4) Review Fire Support Plans.  All Current Fires personnel review the fire support plans of subordinate and supporting commands.  The COC uses these plans to monitor and supervise the execution of fire plans in support

of the MEF's COPS and in compliance with the MEF Commander's targeting priorities.

(5) Participate In the Planning Efforts and OPTs. It is critical for all Current Fires personnel to participate in the planning effort in order to better understand the plan. It is also critical to participate in transition briefs, especially if the current fight precludes participation in the OPT.

(6) Proactively Seek Battle Damage Assessment (BDA). Ensure BDA is obtained and disseminated in a timely manner to the COC Intelligence Watch Section and the Targeting Board for inclusion into the effects assessment process. BDA can come from numerous sources, and at varying levels of certainty. Initial BDA can come from a forward observer, pilot, or full motion video (FMV) feed. These reports usually require consolidation by the G2 in order to accurately assess the total system damage.

(7) Explosive Ordinance Disposal and Counter-Improvised Explosive Device (EOD/C-IED) Section. This section is responsible for advising the Commanding General (CG), AC/S G-3, and II MEF Staff on EOD matters and operations. The members of the EOD/C-IED Section are as follows:

(a) EOD Officer (Maj/2305).

(b) EOD Chief (MGySgt/2336).

(c) Engineer Officer (MGySgt/2336).

(d) Engineer Chief (MSgt/1371).

(8) Field Artillery Headquarters (FAHQ) Section (14th Marine Augments). The FAHQ is responsible for coordinating the overall MEF surface counter fire operation. This includes identifying and targeting all enemy surface-to-surface and anti-air weapons systems (all indirect fire cannon, rocket, and missile systems). By coordinating the radar plans of Force Artillery and MLRS radar assets to cover gaps and to extend coverage of the Divisions' radar assets, the FAHQ assists the MEF intelligence collection effort by focusing the analysis on the enemy counter fire capabilities. The FAHQ provides a CFWO to the MEF COC Current Fires Section.

(9) Civil Affairs. Refer to Chapter 10, G-9 – Civil Military Operations (CMO).

(a) The following chart defines the roles and responsibilities of each member of the MEF FECC:

Table J-1.  Detailed Planning Reference Guide/Checklist

| ACTION | SAC/ FEC | TIO | Air Officer | FEC Chief | MSEs | IO OFFICER | FIRES OFFICER | NSFS O | FECC PLANS |
|---|---|---|---|---|---|---|---|---|---|
| Develop Essential Fire Support Tasks | X | | S | S | S | | | | P |
| Develop Fire Support Timeline/Schedule | X | | | S | S | | | | P |
| Coordinate external aviation FS assets | | P | S | | | | | | |
| Coordinate external indirect FS assets | | P | | | | | | | S |
| Determine apportionment/allocation of available FS assets | | S | P | S | | | | | S |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Nominate RW/FW control measures (HAs, BPs, IPs, etc.) | X | | | | | | | | | |
| Nominate NSFS FSA(s)/FSS(s) | | S | | | | | | | P | S |
| Nominate permissive control measures (CFL, BCL, etc.) | X | | | S | S | | | | | P |
| Nominate restrictive control measures (NFA, RFA, etc.) | X | | | S | S | | | | | P |
| Nominate indirect fire positions (arty PAs, mortar) | | | | | | | | P | | S |
| Incorporate No Strike List (NSL) | | S | | P | | | | | | |
| Upload all FSCMs to EMT/AFATDS | | | | P | S | | | | | S |
| Determine targeting approvals | X | P | | | | | | | | S |
| Determine control/approval of fires responsibilities | X | | | | S | | | | | |
| Nominate Targets | X | S | | | S | S | | | . | S |
| Weaponeer deliberate targets (JMEM, FAST-CD) | | P | S | | S | | | | | S |
| Perform CDE for deliberate targets | | P | | | S | | S | | | |
| Submit target nomination/kinetic strike requests to higher | X | S | | | | | | | | P |
| Develop FSEMs | | S | | | | | | S | S | P |

Legend: X – Approval authority   P – Primary/lead agent   S – Supporting effort/input required

## 1002.   C2 FUNCTIONS/FECC COMBAT SYSTEMS AND REQUIREMENTS

1.   Fires System Overview.   There are four primary fires C2 systems used within II MEF to coordinate and execute fires:  AFATDS, JADOCS, StrikeLink, Theater Battle Management Core System (TBMCS) and Effects Management Tool (EMT).  Additional aviation systems are included in the chart below, followed by important amphibious communication nets.

Table J-2.  Fires Command and Control Systems

| System | System Owner | System Purpose | Interoperability | MEF | MEB | MEU |
|---|---|---|---|---|---|---|
| Advanced Field Artillery Tactical Data System (AFATDS) | G-3 FECC | Automated capability for fire support planning, tactical fire direction, and fire support coordination at the battery, Fire Direction Center (FDC), and Fire Support Coordination Center (FSCC).  Main fire support coordination tool at lower, tactical levels. Improves tactical planning and control of supporting arms.  Provides automated capability to integrate supporting arms into maneuver plans, provides battlefield information, target analysis, and unit status while coordinating target damage assessment and sensor ops

Provides for rapid fire planning and scheduling of fires | AFATDS, JDOCS, CPOF, CLC2S, IOSv1 | Y | Y | Y |

| System | System Owner | System Purpose | Interoperability | M E F | M E B | M E U |
|--------|--------------|----------------|------------------|-------|-------|-------|
| | | Provides for rapid dissemination of digital information<br><br>Primary system for creation of FSCM geometries<br><br>Communicates via tactical radio<br><br>Primary means of relaying HIMARS firing data | | | | |
| Joint Automated Deep Operations Coordination System<br><br>(JADOCS) | G-3<br>FECC | Software application enable horizontal (ground) coordination of tactical functional information within each echelon, as well as vertical (Air) coordination with higher and subordinate commands. Provides an integrated set of tools for data management, analysis, mission planning, targeting, fire support and intelligence. Primary fire support coordination tool used at regiment-level and above<br><br>Validates air interdiction nominations<br><br>CAS<br><br>Joint Fires manager<br><br>Joint Time sensitive targets (JTST)<br><br>Collateral Damage Estimates (CDE)<br><br>Lacks tactical radio communication capability | GCCS-J,<br><br>IOS v1,<br><br>IOS v1, 2 & 3,<br><br>AFATDS<br><br>JTCW,<br><br>CPOF, JADOCS | Y | Y | N |
| StrikeLink | G-3<br>FECC | A modular man portable and rugged force multiplier that gives the operator the ability to quickly acquire precision targets in day, night and in near-all weather<br><br>Supports indirect fire and CAS missions | EMT, AFATDS | | Y | Y |
| Effects Management Tool (EMT) | G-3<br>FECC | Provide a fires and effects command and control to remote users<br><br>Provides various injectors to manipulate COP<br><br>Contains numerous Decision support Tools to support IPOE<br><br>Produces a COP via track data for tactical data base management<br><br>Constructs overlays of battle space graphics to support COA development against range of scenarios and ability to export overlays to JCW and GCCS<br><br>Allows the import, manipulation, and analysis of terrain data | GCCS-J,<br><br>IOS-v1 IOS_v2 &3,<br><br>AFATDS, CPOF, JTCW, JADOCS, BFT, BCS3, CLC2S | Y | Y | Y |
| Theater Battlefield Management Core System (TBMCS) | G=3<br>FECC | Provides hardware, software, and communications interfaces to support the preparation, modification, and dissemination of the ACO and ATO<br><br>Incorporates servers, routers, communications links, operator workstations, and software to improve real-time targeting, accuracy of | GCCS-J, JADOCS, WARP, ESTAT, IOS | Y | Y | Y |

| System | System Owner | System Purpose | Interoperability | M E F | M E B | M E U |
|---|---|---|---|---|---|---|
| | | targeting, data handling and dissemination, and interoperability with national intelligence databases | | | | |
| Web Air Request Processor (WARP) | G-3 FECC | Web-based TBMCS application that is accessed via remote SIPR terminal<br><br>Allows the user to submit and process Joint Tactical Airstrike Requests (JSTARs) and Assault Support Requests (ASRs)<br><br>Pairs immediate JTARs and ASRs with available standby missions within the ATO<br><br>Inputs BDA from requests into TBMCS | GCCS-J, TBMCS, ESTAT, IOS | Y | Y | Y |
| Execution Status and Monitoring Tool (ESTAT) | G-3 FECC | Web-based TBMCS application that is accessed via remote SIPR terminal<br><br>Allows the user to view current missions in the ATO in either a pectoral or table format.<br><br>Users can update current mission execution information | GCCS-J, TBMCS, WARP, IOS | Y | Y | Y |
| Intelligence Operations Server VI (IOS) | G-3 FECC | Receives Air Tactical Information from the Joint Air Defense Systems Integrator (JADSI) contained in the TACC's Communications and Data Link Subsystem (CDLS) | GCCS-J, TBMCS, WARP, ESTAT | Y | Y | Y |

Table J-3. SACC Communications Nets

| Net | Purpose | Net Control | Stations | Freq |
|---|---|---|---|---|
| Tactical Air Direction (TAD) | Direction of aircraft in CAS missions by a FAC/JTAC | DASC/ASC | DASC, SACC/ FECC, FSCC, FACs, CAS acft | UHF/ VHF |
| Tactical Air Control Party Local (TACP(L)) | Coordination between AirOs and FACs | SACC/FECC | MEU AirO, BLT AirO, FACs, FAC(A)s | UHF |
| Tactical Air Request (TAR/HR) | Request immediate air support | DASC/ASC | DASC, SACC/ FECC, FSCC, FACs, HDC, TADC | HF |
| Naval Gunfire Air Spot (NGF AIR SPOT) | Request and adjust naval gunfire by FAC(A) | SACC/FECC | SACC/FECC, FSCC, FAC(A)s CG/DDGs, | UHF |
| Naval Gunfire Ground Spot (NGF SPOT) | Request and adjust naval gunfire | SACC/FECC | SACC/ FECC, FSCC, CG/DDGs, FiSTs | HF |
| Naval Gunfire Coordination (NGF COORD) | Coordination between SACC/FECC, FSCC, CG/DDGs, and NGLO | SACC/FECC | SACC/FECC, FSCC, NGLO CG/DDGs, | HF |

| Net | Purpose | Net Controls | Stations | Freq |
|-----|---------|--------------|----------|------|
| LF Fire Support Coordination Net (LF FSC) | Coordination between SACC/FECC, FSCC and fire support agencies | SACC/FECC | SACC/FECC, FSCC, CG/DDGs | HF/VHF |
| Fires Chat | Coordination and reporting between MEF/ESG fire support and operations sections and other associated parties | SACC/FECC | SACC/FECC, FSCC, CG/ DDGs, LFOC/COC, Flag Plot | SIPR |
| Quick Fire Chat | Coordinate and deconflict between GCE, ACE, Higher & Adjacent Commands for rapid employment of air and or ground based fires against high and fleeting enemy threats, such as counter battery fires. | SACC/FECC | SACC/FECC, FSCC, CG/ DDGs, LFOC/COC, Flag Plot/Higher and Adjacent Commands | SIPR/ANW2 |

1003. FIRES AND TARGETING PROCEDURES

1. Deliberate Targeting. Deliberate targeting is a concentrated and continuous process that supports the MEF Commander's CONOPS and battle space preparation. The process includes the development and dissemination of daily targeting guidance, the creation of integrated MEF targeting objectives, the development of prioritized and integrated mobile and fixed target nomination lists for attack by either organic or common source weapon systems, the management of targets selected for attack by organic resources, and the nomination and sponsoring of target nomination lists through appropriate higher headquarters for attack by the CCDR or JTF common resources. Both lethal and non-lethal methods of attack are considered. The focus of attack is narrowly defined and applied to designated enemy targets to accomplish measurable results in the overall accomplishment of the commander's intent. A full description of the MEF Targeting Cycle can be found below as well as in references (x) through (z).
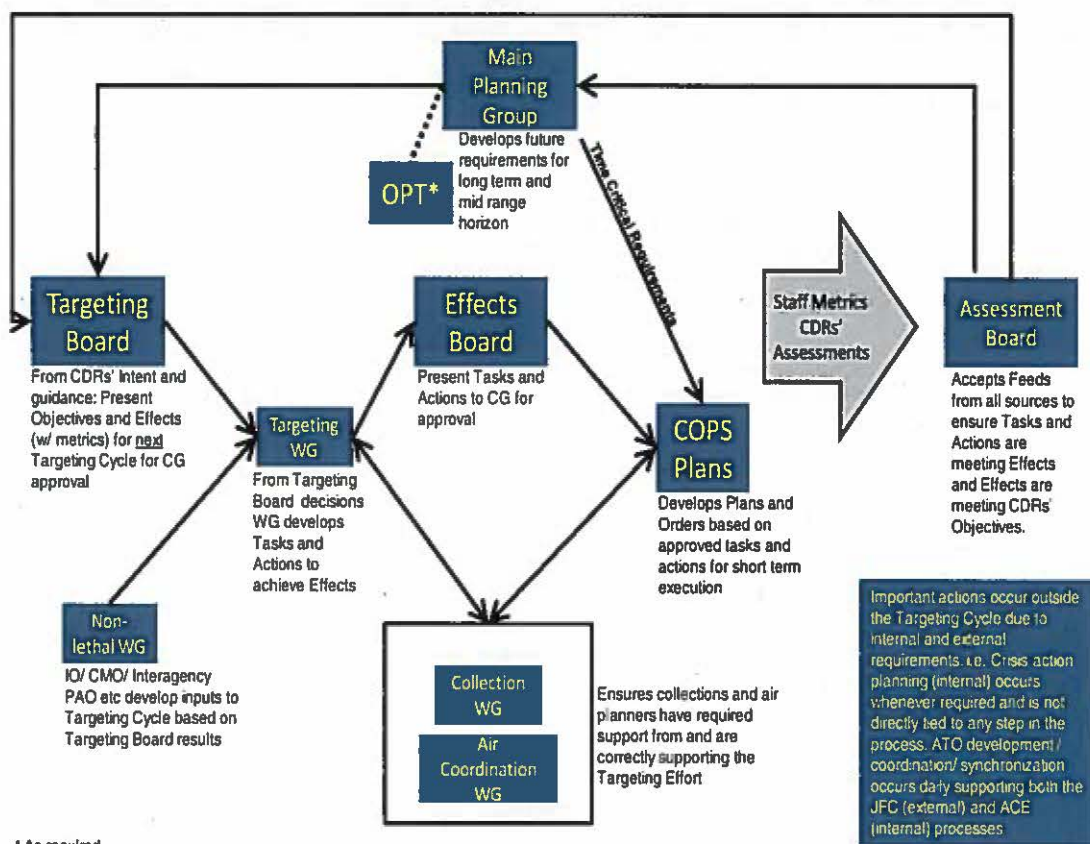
# Targeting Flow Chart



Figure J-1. II MEF Targeting Cycle Event Descriptions and Flow Chart (one cycle)

2. <u>Dynamic Targeting</u>. MEF Dynamic Targeting is near real-time decisions and execution of lethal and non-lethal fires on targets that fall inside the normal ATO/ITO planning cycle. The Dynamic Targeting Cycle is known as Find, Fix, Target, Track, Engage, Assess (F2T2EA). Dynamic Targeting starts with target generation (normally by the Dynamic Targeting Cell (DTC) in the MEF G2/Intelligence Operations Center (IOC). The Dynamic Targeting Process may be found in detail in references (x) through (z).

    a. Dynamic Targeting Mission Processing.

        (1) <u>Target Categories</u>. Targets fall into three basic categories:

           (a) <u>Time Sensitive Targets (TST)</u>. Are designated by the Joint Force Commander/Combined Force Commander (JFC/CFC). These targets require immediate response because they pose (or will soon pose) a clear and present danger to friendly forces, or are highly lucrative fleeting targets of opportunity. The TST list is owned by the Joint Force Commander and may be modified from theater to theater. If the MEF Commander determines there are TSTs that also meet the definition, these targets can be labeled MEF Time Critical Targets but will not be considered TSTs by the Joint Force.

(b) <u>High Payoff Targets</u>. Those targets whose loss to the enemy will significantly contribute to the success of the friendly course of action.

(c) <u>Targets of Opportunity</u>. Those targets that can be engaged and may assist the MEF in the success of its mission.

3. <u>Deep Fires and the Current Fires Section</u>. Deep fires are the MEF Commander's primary method of shaping the battlefield. The MEF Commander's focus is on the enemy units, capabilities, and geographic locations that will compromise the "close fight" (48-72 hours in the future). MEF's deep fires capabilities are generally air, long-range artillery, and Tomahawk Land Attack Missile (TLAM). The Current Fires Section is detailed in Annex (A). More information about Deep Fires can be found in references (x) through (z).

4. <u>Close Fires and the Current Fires Section</u>. Fires between the MSC/E Rear Boundary and the Battlefield Coordination Line (BCL) are the MSC/E Commander's current (close and rear) fight. They are part of his/her decisive actions against an opponent that has been shaped by MEF deep fires in the previous 48-72 hours. Missions flown here are almost exclusively CAS and Assault Support. The MEF Current Fires and Air Fires role in this battle is to monitor, coordinate, and provide additional immediate fires as required. More information about Close Fires may be found in references (x) through (z).

a. <u>Control, Clearance, and Approval of Fires</u>. The lowest established fire control agency ashore or afloat will clear fires within their AO. Guidance disseminated in the planning phases of an operation of mission determines the routing and approval process for requests for fire. Factors taken into consideration include the communications net structure, expected volume of traffic, and the training level of Fire Support Teams (FiST[s]), Supporting Arms Coordination Center (SACC)/FECC, FSCC and the supporting arms agencies. The following paragraphs describe the types of control and approval methods, and standing MEF policy.

(1) <u>Control</u>. The two methods for processing fire mission requests are centralized and decentralized control. Centralized control requires that all requests for fires be submitted to the FECC, SACC or FSCC for approval first and then be submitted to the appropriate supporting arm. Requests for fire support are sent by the observer directly to the supporting arm in decentralized control. The supporting arm processes the fire mission while SACC/FECC/FSCC concurrently coordinates, clears, modifies or denies the observer's request. Decentralized control requires the observer to maintain communications with both the supporting arm and SACC/FECC/FSCC.

(2) <u>Clearance and Approval</u>. The method for clearing fire mission requests is positive approval. Positive clearance requires the SACC, FECC or FSCC to transmit approval or denial of a fire mission request to the firing agency. Firing agencies (NSFS, CAS, artillery and mortars) and observers must wait for the SACC, FECC, or FSCC to grant approval prior to executing a fire mission under positive clearance.

(3) <u>Timing the Delivery of Fires</u>. Reference (aa) identifies three techniques for timing the delivery of fires; Synchronization, Elapsed Time, and Event-Oriented. These techniques must be well-understood and practiced by all units/agencies involved in fire support in order to ensure the timely and accurate delivery of supporting arms. Synchronization is the preferred and primary method use by MEF FECC fire supporters. The MEF FECC standard is Universal Time, coincident with the Zulu Time Zone. Units/agencies can independently access an automated, continuous broadcast of time, by use of HF

radio (frequencies 10,000, 15,000, or 25,000), by telephoning the Naval Observatory, DSN 762.1401 or 202.762.1401 (current as of 19 Mar 12), or from a Universal Time broadcast in conjunction with a global positioning system (GPS) signal.

(4) Supporting Arms Procedures. Planning factors for supporting arms in support of MEF level operations may include organic and inorganic CAS, direct support (DS) and general support (GS) NSFS, organic DS and GS artillery, and organic infantry mortars. The MEF FEC and ESG SAC will identify available assets and coordinate for external support for MEF operations. Assignment of roles and support relationships (DS,GS, etc.) for available supporting arms to subordinate elements is the responsibility of the MEF FEC and will be outlined in Appendix 19 of the OPORD. MEF procedures for employing supporting arms, as well as specified roles and responsibilities, will be in accordance with reference (ab).

b. Passage of Control of Fires. During the initial phases of an amphibious operation or missions launched and controlled from the sea base, the Expeditionary Strike Group (ESG)/MEF SACC/FECC will maintain control of fires or delegate control to a subordinate SACC/FSCC afloat.

5. Rear Fires and the Current Fires Section. The rear area, defined as the area between MEF Rear Boundary and the GCE Rear Boundary is generally defensive in nature. The rear area threat is also largely asymmetric and requires unique procedures for coordinating fires. Because dimensions of the rear area battle space are so varied, there are many different methods for employing fires. For example, in rear areas that extend over long distances behind the GCE rear boundary, the commander might only have enough forces and/or fires to protect supply lines and base nodes. However, in short and compressed rear areas the problem might not be the quantity of fires but rather the accuracy of fires and the identification of friend or foe. CAS might be required within the rear area. It is unlikely that rear area targets will be nominated in the deliberate targeting process unless significant bypassed units become potential threats to supply lines and base nodes. However, the MEF Commander may target through the deliberate targeting process long-range artillery that could interdict rear area operations. Generally, rear area targets are a result of remnant units or SOF units and are processed as dynamic targets. One exception to this is IO target nominations, since the rear area will frequently have internally displaced persons and other population control considerations. The LCE should request dedicated support to plan, coordinate, and deconflict fires in the Rear Area. It is also recommended that the LCE request dedicated cannon assets to deliver fires in support of the Rear Area. The scope of the assets requested by the LCE to support fires in the rear area should be initially identified during Problem Framing, and formally requested during the planning process. More information about Rear Fires may be found in references (x) through (z).

a. Fire Support Coordination Measures (FSCM). At the MAGTF level, planners should consider where the Battle Space Coordination Line(s) will be placed, and WILL plan for an associated ACA. The GCE should be consulted when planning the ACA in support of a BCL based off of employment of ground based assets. Planners will analyze the placement of HHQ's Fire Support Coordination Line (FSCL) and make recommendations to move the FSCL as required for support of the operation. Planners should request corridors along the route of travel that are pre-cleared with the battle space owner. While there is no doctrinal FSCM that addresses this, one option is to request a width-based Restricted Fire Area (RFA) along the route (e.g. 500 meters on each side of the route) with the convoy unit as the establishing

unit and the restriction specifying that only the convoy unit will execute fires within that area for the duration of the measure. This RFA would be effective only for the period of time that the convoy would be using the route. This measure would serve two purposes: first, all units would be alerted to the presence of the convoy through established command and control systems like AFATDS, reducing the risk of fratricide. Additionally the unit would be able to engage with direct or indirect fires along the route without coordinating with the unit that owns the area. The width of the RFA would be Mission, Enemy, Terrain, Troops and Time (METT-T) dependent and subject to the approval or concurrence of the battle space owner. In all cases, such RFAs should be temporary as they would potentially restrict the battle space owner's fires. They should be established and cancelled by the convoy commander's Fire Support Coordinator.

    b. <u>Airspace Coordination Areas (ACA)</u>. At a minimum the MAGTF ACA should be planned to maximize the ACE's ability to control aircraft, while facilitating maximum use of cannon artillery. The cannon artillery's maximum ordinate is based off of the propellants that the GCE has been issued, and the ranges in which the cannons will be employed. Coordination with the GCE and ACE will be made when planning for the MAGTF's ACA. Convoys will often use CAS, especially R/W CAS, as escorts and on call fire support. Convoy planners should request corridor ACAs from 0-500 feet along the route (recommend using the same width as the above-mentioned RFA) if R/W CAS is employed. These ACAs must be approved by the battle space owner's airspace coordinator and then routed to the DASC for approval.

6. <u>Cross-boundary Fires</u>. For the purpose of this SOP, we have defined cross-boundary fires as fires that cross boundaries between MEF and adjacent units short of the fire support coordination line (FSCL) in a ground commander's AO. Cross-boundary fires can originate on either side of the boundary. MEF fires may be requested to attack targets in an adjacent unit's zone and adjacent units may be requested to attack targets in the MEF zone. In either case, cross-boundary air fires are generally considered to be the most difficult to coordinate and thus, the least responsive. More information about cross-boundary fires may be found in references (x) through (z).

7. <u>Counter Fire and the Current Fires Section</u>. The MEF Commander influences the counter fire fight with a pro-active ATO and establishment of an FAHQ to assist in planning, coordinating, and executing the counter fire effort. Through the targeting board, the intelligence collection plan is coordinated; high payoff counter fire targets are placed on the ATO, and target guidance, priorities and objectives are developed. The Operational Planning Team (OPT) places FSCMs to minimize coordination and de-confliction requirements, synchronizing maneuver, fires and counter fire operations. The FAHQ implements a counter fire radar plan that seeks to maximize coverage and minimize interference and duplication of sensors. At the MEF level, the Commander influences the counter fire battle by planning to attack emerging targets and then positioning his/her forces to instantaneously acquire and return fire reactively. More information about Counter Fires may be found in references (x) through (z).

8. <u>FAHQ Role</u>. The FAHQ is responsible for coordinating the overall MEF surface counter fire operation. This includes identifying and targeting all enemy surface-to-surface and anti-air weapons systems (all indirect fire cannon, rocket and missile systems). By coordinating the radar plans of Force Artillery and Multiple-Launch Rocket System (MLRS) radar assets to cover gaps and to extend coverage of the Divisions' radar assets, the FAHQ assists the MEF intelligence collection effort by focusing the analysis on

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the enemy counter fire capabilities. The FAHQ provides a CFLNO to the MEF COC. The CFLNO is an officer from the FAHQ who monitors counter fire operations at the MEF level and liaises with the FAHQ. He or she coordinates the counter fire efforts between the theater counter fire headquarters, the Division FSCC, the MEF Current Fires Cell, the Dynamic Targeting Cell, and the FAHQ COC. He or she provides the MEF CFWO with dedicated situational awareness of counter fire operations and ensures effective action is planned and executed within the MEF Commander's guidance.

**Counter Fire Requests for targets beyond the BCL, short of the FSCL (w/o a QuickFire Coordinator)**
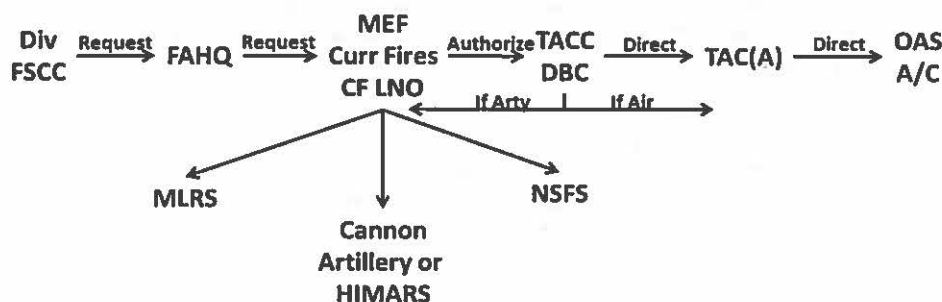


Figure J-2. Counter-fire Flow Chart

**1004. Joint Fires and the Current Fires Section.** Reference (y) defines joint fires as "Fires produced during the employment of forces from two or more components in coordinated action toward a common objective". Joint fires are normally conducted beyond the II MEF forward boundary and in areas not assigned to any component. As such, the Joint Force Air Component Commander (JFACC) or Combined Force Air Component Commander (CFACC) is generally the supported commander in the joint fires zone. Strike missions flown in this area are DAS missions, strategic attack and air interdiction.

**1005. PLANNING CONSIDERATIONS**

1. **Planning:** Beyond 96 Hours

    a. G-3 Plans OPT and AWG: Lethal, non-lethal, and air representation required. Exact inputs to the WG will vary depending on the Phase/Stage of the operation, but the OPT must understand the capabilities and limitations of the MAGTF lethal and non-lethal fires.

    b. Planner's Huddle: Fires Plans Officer or Plans Chief, Aviation planners, and non-lethal representation are required. Exact inputs will vary depending on the branch/sequel being planned, but will result in guidance for the development of a fire support plan that will best accomplish the commander's objectives and support subsequent FRAGOs.

    c. Provide manning shortfalls and required individual augmentation man power requirements to the G-1.

    d. Provide to the G-6 the system requirements for the FECC to operate and conduct targeting at the local level as well as to synch with the higher headquarters targeting process.

    e. OPORDs/FRAGOs: At a minimum, the following are the sections of Annex C, which the FECC is directly responsible for writing:

        (1) Appendix 3 (Information Operations).

        (a) Tab A to Appendix 3 (Military Deception).

(b) Tab B to Appendix 3 (Electronic Warfare).

(c) Tab C to Appendix 3 (Operations Security).

(d) Tab D to Appendix 3 (Military Information Support Operations).

(e) Tab E to Appendix 3 (Cyberspace Operations).

(2) Appendix 9 (Combat Camera).

(3) Appendix 19 (Fire Support).

(a) Tab A to Appendix 19 (Aviation Support).

(b) Tab B to Appendix 19 (Artillery Support Plan).

(c) Tab D to Appendix 19 (Current Fires Support Operations).

(d) Tab E to Appendix 19 (Targeting).

(e) Tab E to Appendix 19 to Annex C (Fire Support Coordination Plan).

(f) Tab G to Appendix 19 (Fire Support System Plan).

(g) Tab H to Appendix 19 (Reports).

(h) Tab I to Appendix 19 (Coalition Fire Support Plan).

(i) Tab K to Appendix 19 (LNO Plan).

(4) Annex G (Civil Military Operations).

(5) The following sections must be written in conjunction with the ACE LNO or ACE staff:  Appendix 1 to Annex W (Air Defense/Anti Air Warfare).

(a) Appendix 2 to Annex W (Offensive Air Support).

(b) Appendix 3 to Annex W (Assault Support).

(c) Appendix 4 to Annex W (Reconnaissance and Surveillance Plan).

f.  Aviation Operations:  The MEF requires inputs from subordinate aviation elements at each phase in the planning process and the MEF's planning outputs/products drive aviation planning.  Aviation planning is conducted concurrently and in coordination with other MEF planning by using the steps of the MCPP and integrating the functions of aviation into the warfighting functions.  While the MEF command element is planning overall MEF operations, the ACE commander and staff are currently planning air operations in support of the MEF and coordination with other elements of the MEF to determine their aviation support requirements.  This concurrent, parallel approach to planning is possible through the use of mission-type orders, a clear understanding of the MEF CG's intent and close and continuous liaison among the MEF COC, ACE, GCE, Logistics Combat Element (LCE) and external organizations.  Concurrent, parallel planning provides aviation planners with the time necessary to execute the air tasking cycle while enhancing the tempo of MEF operations.  This form of planning also ensures that ACE operations are focused on attainment of MEF objectives in concert with the MEF CG's CONOPS and are in accordance with reference (ac).
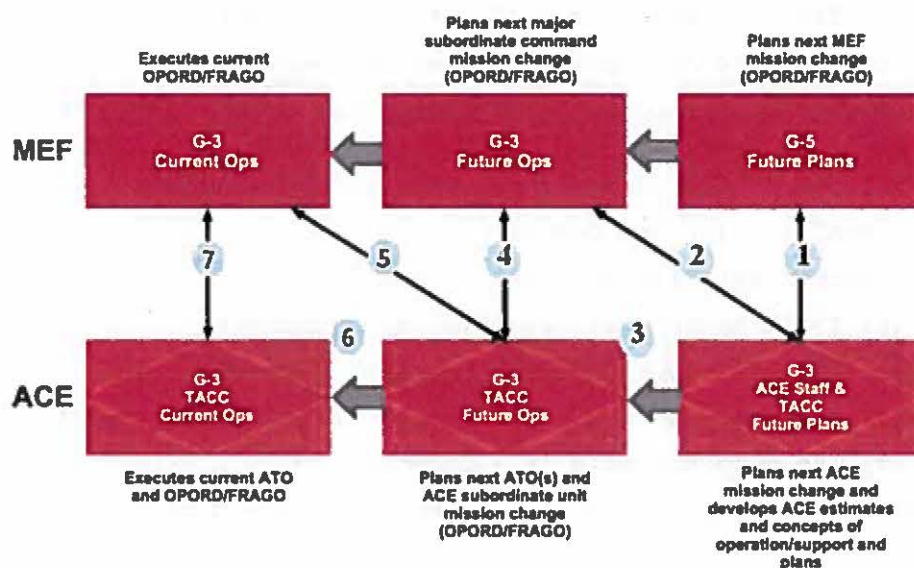
Figure J-3:  Concurrent Planning between the MEF and the ACE (reference (ad))

2.  <u>Execution</u>

   a.  Coordinate with the G-2 for development of named area of interest (NAI), target area of interest (TAI), and intelligence surveillance reconnaissance (ISR) collection plan.  Ensure G-2 has TNL and priority of targets to focus their efforts while creating targeting data.  The venue for this is the Collections Working Group.  Provide COMCAM support to G-2 for collections.

   b.  Coordinate with G-3 COPS for the dissemination of FSCM to the COC floor as well as subordinate MSC/Es, transmitted via JADOCS, AFATDS, or C2PC. Ensure that the COC floor (COPS) and MSCs have the battlespace shaping matric (BSM) and attack guidance matrix (AGM).  Provide to the COC floor (COPS) the approved target nomination list/restricted target list/no-strike list (TNL/RTL/NSL).  Coordinate River City conditions and exclusions to River City with COPS.

   c.  Provide to G-4 and the Transportation Board the approved Air Apportionment derived from the Air Coordination Board.  In turn, from the Transportation Board G-4 will provide ASR priority to the Air Coordination Board.

   d.  Coordinate with G-6 River City conditions and requirements, transmitted via any and all C2 systems.  Coordinate with G-6 offensive cyber requests to HHQ through a CERF.

   e.  Provide COMCAM and MISO support and product development to G-9.

   f.  Coordinate with the SJA MEF targeting priorities and TNL to ensure the rules of engagement (ROE) and Law of War are adhered to.  Coordinate with SJA for the use of possible restricted munitions.

   g.  Any immediate IO messaging (not formally approved) will require direct coordination with HHQ.

   h.  Integrate CMO options into the IOWG planning effort as required. Provide cultural advice and analysis of how an IOWG plan may impact civilian targets.

i.   Assist in interagency coordination, intergovernmental coordination, and coordination with nongovernmental organizations (NGOs), and host nations.

3.   Assessment:

a.   Coordinate with G-2 and G-3 Plans for the evaluation of BDA.  From their assessments G-3 FECC will adjust targeting guidance and priorities for follow on Targeting Guidance WG and subsequent Targeting Board.  Transmit any changes in targeting guidance and/or priorities to both HHQ and subordinate MSC/Es via JTT, AFATDS or JADOCS.

b.   Coordinate with G-2 for the evaluation and assessment of non-lethal targeting and IO messaging effectiveness.

c.   Assist G-3 Plans and G-2 with the development of MOE and MOP for non-lethal targeting efforts.

4.   Information Operations:

a.   All IO Cell members must be prepared to establish or maintain good working relationships with key members of the command and staff.

(1) Work closely with Intel for assistance with information collection and producing IO related products such as the IO estimate, IO concept of support and combined information overlay.

(2) Participate in OPTs and support the MCPP.

(3) Ensure coordination and synchronization with Annex F (Public Affairs), Annex G (Civil Military Operations), Annex K (Combat Information Systems), and Annex U (Information Management).

(a) Participate in the targeting process.

(b) Lead target audience discussions.

(c) Participate in assessments to include developing MOPs and MOEs for each IO objective.

b.   It is recommended the IO Cell receives augmentation as time, resources, and the situation dictates.  Additional representation consists of, but is not limited to personnel from the following:

(1) Intelligence Section (G-2) to include targeting and counterintelligence.

(2) Communications Section (G-6)/command, control, communications, computers, collaboration and intelligence (C5I).

(3) Special staff such as a Chaplain, Public Affairs Officer, and SJA.

(4) Cultural and technical SMEs from the Center for Advanced Operational Culture Learning (CAOCL) and Marine Corps Information Operations Center (MCIOC).

c.   Specific IO preparations must begin prior to operational planning and convening an OPT.  Members of the IO Cell need to ensure an understanding of approval processes and authorities in their assigned area of operations and are "read-in" as appropriate.  Upon convening the OPT, IO Planners attendance and level of participation are critical to IO integration and participation during all phases of the operation or campaign.  An IO Planner needs to arrive at the OPT prepared to discuss all three dimensions (cognitive, informational, and physical) of the information environment as it pertains to the current problem and any IO-related assets available.  IO Planners should

not limit themselves to doctrinal IO capabilities, but should consider the use of anything that can be used to influence a target audience. Preliminary work conducted by the IO Planner will contribute to understanding the environment enabling the OPT to quickly reveal the nature of the problem and determine possible solutions.

d. IO Intelligence Integration (IOII), formerly known as intelligence support to IO, is critical to the planning, execution, and assessment of IO. The IO Cell should develop long-term working relationships with intelligence personnel designated to gather information on the local populace, host nation, and hostile forces. This coordination can often be accomplished by the targeting sections Targeting Intelligence Officer. Over time, both parties should become familiar with each other's planning requirements and processes to appropriately leverage limited intelligence resources, adhere to legal constraints, prevent long lead times, and adjust to the dynamic nature of the information environment. Therefore, the established relationships should remain permanent and avoid turnover at all costs. IOII will assist IO Planners with contributions to and the development of the following products: Refer to references (ae) and (z) for IO planning product examples.

(1) IO inclusions in the Intelligence Preparation of the Battle Space (IPB).

(2) IO Estimate.

(3) IO Concept of Support.

(4) CIO.

(5) Target Audience Analysis Worksheet (TAAW).

(6) Assessment data.

e. IO Planners should participate in targeting boards and have tasks executed using the MEF's targeting process. IO planners participating in targeting boards should become familiar with the Marine Corps doctrinal targeting process and be prepared to brief the current information environment during the targeting working groups (WGs). Therefore, it is essential for the IO planner to be prepared to provide:

(1) Nominate targets.

(2) De-conflict redundant targeting.

(3) Consider intelligence gains versus loss assessments.

(4) Provide inputs to the restricted and no-strike lists.

5. <u>Cyber and Electronic Warfare Planning Considerations</u>

a. The Cyber Electronic Warfare Coordination Cell (CEWCC), a standing cross function cell, is responsible for conducting cyberspace operations (CO), electromagnetic spectrum operations (EMSO), and coordinating with other technical means providers to generate effects in the information environment that provide the MEF commander with an operational advantage. When directed, the CEWCC coordinates the integrated planning and execution of cyberspace and EMS actions across the MAGTF's operational environment to increase operational tempo and achieve operational advantage. Because most of the cyberspace and Electronic Warfare (EW) technical publications and operational tradecraft are classified beyond the scope of this SOP, only general descriptions of the overarching missions, generalized targeting practices and the support that the section provides to other sub-sections of the FECC are described in this document.

b.  The Nature of Cyberspace and EMSO in the Amphibious and other Contested Environments.

(1) II MEF conducts amphibious, conventional, special, and hybrid operations that project power onto hostile or potentially hostile shores alongside allies and potential enemies that are globally networked and increasingly dependent on cyberspace and the EMS.  Potential enemies that use cyberspace and the EMS to implement Anti-Access/Area Denial (A2AD) strategies, communicate, create operational plans, conduct intelligence, share knowledge, finance operations, recruit and disseminate propaganda demonstrate that they understand how to use cyberspace and threaten the success of II MEF operations.  Friendly foreign intelligence agencies may also attempt to collect cyber and EMS information when II MEF conducts amphibious operations.

(2) In support of the FECC's mission to ensure the timely, efficient employment of organic and external assets against targets that threaten II MEF operations; the CEWCC employs cyber, EMS and other technical means to support the targeting process, generate effects to achieve objectives in or through cyberspace and the EMS.  The CEWCC is how the section organizes when embarked or operationally deployed.  The functions coordinated by the CEWCC are described below.

a.  Cyberspace Operations (CO).  II MEF CO are the employment of capabilities where the primary purpose is to support the MEF objectives in or through cyberspace.  CO are categorized as Department of Defense information network (DODIN) operations, defensive cyberspace operations (DCO), and offensive cyberspace operations (OCO).

b.  Electromagnetic Spectrum Operations (EMSO).  EMSO are the coordinated efforts of EW and EMS management to exploit, attack, protect, and manage the electromagnetic operational environment (EMOE).  EMSO include: (1) EW and (2) electromagnetic spectrum management operations (EMSMO).  EMSO enable II MEF capabilities requiring use of the EMS to function.  Please refer to reference (af) and (ag) for a thorough treatment of EMSO.

c.  Coordination with IO, Space, the Radio Bn and other special staff sections.  The CEWCC works within the IO Cell and coordinates with the Space Officer and Radio Bn staff sections to plan operations that generate effects to achieve the II MEF Commander's operational objectives.  G-2 – Intelligence Operations describes how the Radio Bn and Intelligence staff sections interact with the CEWCC.

1006.  FECC SUPPORT TO AMPHIBIOUS OPERATIONS

1.  This section outlines policies and procedures for Supporting Arms Coordination and execution conducted by an ESG and 2d MEB in support of amphibious operations conducted from the sea base.  This is intended to supplement information normally found in Appendix 19 to Annex C of an OPORD. Supporting Arms Coordination is built around two principal organizations when afloat or ashore: the ESG SACC and the MEB FECC.  The successful planning, coordination, and execution of fire support within the amphibious construct depends in large part upon the close integration of the ESG SACC and the MEB FECC.  The purpose of this SOP is to provide a solid framework for the personnel of the SACC and FECC to further understand their roles and responsibilities supporting amphibious operations from a sea base.
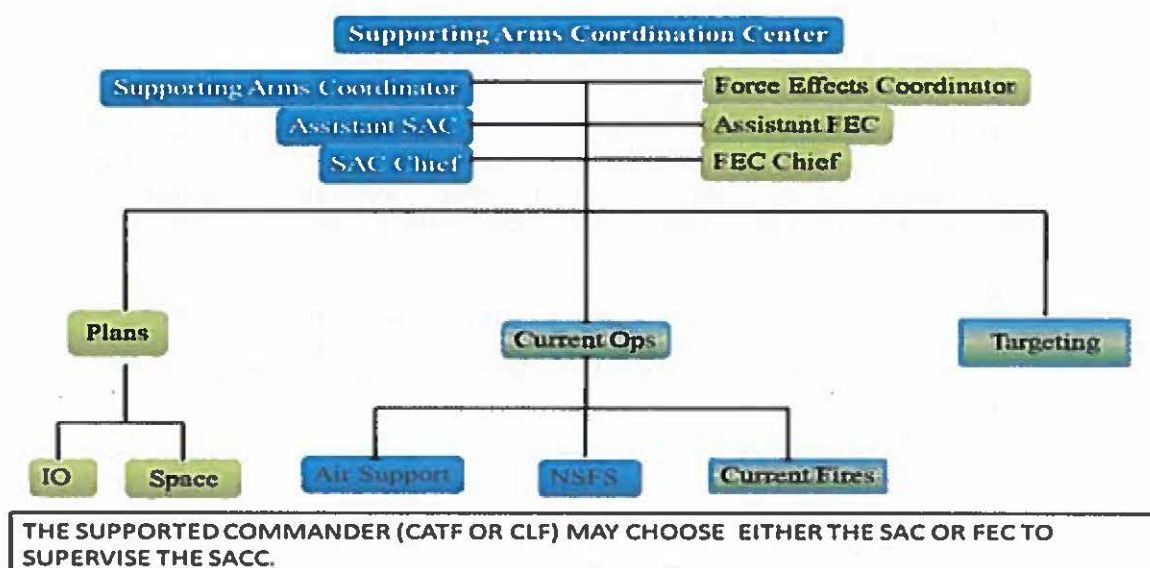
Figure 31: Supporting Arms Coordination Center

2.  ESG/MEB Fire Support Agencies

    a.  ESG SACC/MEB FECC.  The composition and structure of fires agencies is built around two principal organizations when afloat or ashore: the ESG SACC and the MEB FECC.  Supporting arms coordination within the amphibious MEB/ESG construct requires close liaison between both the ESG SACC and MEB FECC.  This is easily accomplished while the MEB FECC is afloat by means of co-location with the SACC; however, in the event that the MEB FECC transitions ashore, the necessity of close liaison is no less critical. While afloat, the ESG SACC and MEB FECC combine within the amphibious SACC space as a SACC/FECC team.

    b.  The SACC/FECC will control the battle space of the entire AO until either the MEB FECC or a subordinate unit FSCC establishes the capability to control fire support ashore.  Based upon the supported/supporting relationship, either the ESG Supporting Arms Coordinator (SAC) or MEB Force Effects Coordinator (FEC) supervises the SACC/FECC during mission planning and execution.  Should the MEB FECC transition ashore, the SACC will control fires until such a time as the FECC is prepared to assume responsibility for the coordination of artillery, Naval Surface Fire Support (NSFS), and air support for the entire battle space, delegating authority to subordinate units as appropriate.  When the FECC assumes this capability, the SACC adopts a standby and monitoring status.  When a subordinate unit FSCC is established ashore, the SACC/FECC (afloat) or the FECC, if established ashore, passes to the subordinate unit control of specific battle space, maintaining control of the larger MEB AO.

    c.  During some operations in which an Amphibious Squadron (PHIBRON), or Amphibious Ready Group (ARG) is operating within an ESG, the ESG/MEB SACC/FECC may assign battle space and responsibilities to the PHIBRON/MEU SACC/FECC.  Normally, however, the ESG/MEB SACC/FECC will perform fire support coordination functions for the entire ESG/MEB.

3.  Supporting Arms Coordination Center (SACC)

a. <u>SACC Composition</u>. The SACC is composed of a NSFS Control section, an Air Support Section, a Target Information Center, and personnel from the MEB FECC.

(1) <u>Responsibilities</u>. The SACC plans, coordinates, and controls all organic and nonorganic fires within the AO in support of the Amphibious Force (AF). The SACC provides continuous reporting on the status of fire support systems, fire support coordination measures and geometries, fire mission processing and fires execution. It is led by the SAC. The SAC is responsible for:
Preparing, modifying, coordinating, and executing all fire support plans.

(1) Safely delivering offensive air support in coordination with NSFS.

(2) Developing, engaging, and recordkeeping of enemy targets.

(3) Providing fire support to the LF.

(4) Delivering all ESG-supporting fires in a safe and timely manner.

(5) Maintaining economy of supporting arms assets and ordnance.

b. <u>Force Fires Coordination Center</u>

(1) <u>FECC Composition</u>. FECC consists of a Fires Section, a Targeting Section, an IO Section and a Plans Section. It is led by the Force Fires Coordinator (FEC).

(2) <u>FECC Responsibilities</u>. The FECC is the Marine Corps' senior fire support coordination agency and is responsible for the planning, execution, and coordination of all fires within the operational area. The FECC ensures the timely, efficient employment of organic and external assets against enemy targets. It ensures that lethal and nonlethal fires are planned and executed to support the commander's intent and guidance. The FECC's primary focus is on the deep fight. It also assists in providing and coordinating fires for the close and rear fight. The FECC is responsible for:

(a) Ensuring the CG's targeting priorities are followed.

(b) Reviewing MSE fire support plans.

(c) Ensuring MSEs have adequate support.

(d) Coordinating and disseminating battlefield geometry, and maintaining updated friendly locations.

(e) Tracking and assessing changes in the battle space so the commander can continue to provide informed direction and relevant resource allocations.

(f) Advising the CG and G-3 on capabilities, limitations, and employment of fires.

(g) Providing representation on the OPT to plan fires.

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(h) Destroying or substantially degrading enemy operational capabilities.

(i) Validating targets located in areas outside of subordinate areas of operations, selecting a capability, and, when tasking a subordinate or supporting unit, providing the priority and desired effects so the tasked unit will know whether to interrupt fire missions, divert sorties, or address the target in subsequent cycles.

(j) Facilitating maneuver by the ACE and the Ground Combat Element (GCE) by suppressing the enemy's deep strike missions, disrupting the enemy's operational maneuver and tempo, and creating exploitable gaps in enemy positions.

(k) Isolating by interdicting enemy military potential before it can effectively be used against friendly forces.

(l) Providing timely reactive fires.

(m) Guiding, directing, and allocating resources to subordinate and supporting units with lethal and nonlethal weapon capabilities. Redirect resources as required.

(n) Facilitating execution or modification of the ATO.

(o) Monitoring and coordinating counter-fire.

(p) Resolving fire support conflicts and issues requiring MAGTF-level decisions.

(q) The execution of the Targeting Cycle, including the Targeting Huddle, Targeting WG, and the Targeting Board: the Target Information Officer (TIO) will facilitate the Huddle and Group, while the FEC will facilitate the Board.

(3) During the conduct of Amphibious Operations, the IO Cell will be required to work in conjunction with the Navy's Information Warfare Commander (IWC). The IWC is responsible for the employment of deception systems, communications and radar sensors and jamming, MISO broadcasts and product dissemination and retains tactical control of assigned IO assets.

(4) Authorities often shift as forces transit between fleet commands. As fleet command boundaries are crossed, it is imperative that both the IWC and IO Officer understand the different authorities resident within the respective Fleet Commands, as well as the differing effects request processes.

(5) As Amphibious Operations shift from sea to shore, it is important to consider the transition of authority of different IRCs much like the transition of fire support coordination and aviation control. The designated Commander of Amphibious Forces (CAF) will be the one responsible for the successful employment of available IRCs.

1007. SACC/FECC Manning. When combined aboard ship, the SACC/FECC consists of five sections: NSFS, Air Support, Target Information, Plans, and Current Fires. The IO Section operates under the cognizance of the Plans Section.

During mission planning and execution the SACC and FECC will be activated and staffed by appropriate members of the ESG and MEB staffs. The SACC will typically be occupied by SACC supervisors and personnel focused on current operations. Other personnel will integrate with other working groups such as the plans section, but will normally require an additional work space to ensure all effects are developed in an integrated manner. Prior to embarkation, the SAC and FEC must coordinate for these additional work and meeting spaces.

1. <u>NSFS Control Section</u>. The NSFS Control Section is responsible for the overall planning, coordination, and execution of all NSFS for the LF and naval forces. The Section is comprised of one NSFS Control Officer, two NSFS Net Controllers, and two TLAM Land Attack Missile (TLAM) Coordinators.

2. <u>Air Support Section</u>. Members of the TACRON man the Air Support Section. It functions as a part of the Tactical Air Coordination Center (TACC), but is usually located in the SACC. This section coordinates with the TACC to assist in the de-confliction of air missions, routes, and requests for fire. The Section is comprised of one Air Support Coordinator (ASC), Tactical Air Direction Controller (TADC), Air Intelligence Officer, two Tactical Air Request (TAR) Net Operators, and two UAS Air Observers.

3. <u>Target Information Center (ESG)/Target Information Section (MEB)</u>. The Target Information Center (TIC)/Section is responsible for the acquisition, analysis, and processing of all targeting information. They focus on deep battle, deliberate targeting and administer or manage the targeting process. When necessary, targeting personnel conduct rapid planning, obtain a decision, and issue the necessary orders and instructions regarding targets of opportunity. Of the two TIOs, one is sourced from the MEB, the other from the ESG. The TIC/Section also includes two Target Analysts. With the exception of the ESG TIO, TIC members will normally work in the SACC on the AF flagship. The ESG TIO will normally work out of the Amphibious Forces Intelligence Center/Joint Intelligence Center (AFIC/JIC). All members of the TIC are responsible for ensuring the continuous interchange of information and intelligence between the AFIC/JIC, SACC, and other targeting entities within the AF. They develop and maintain the Amphibious Force Integrated Prioritized Target List (AFIPTL).

   a. The TIC maintains coordination and liaison with the AIO in the TACC (afloat) and the GCE FSCC.

   b. Keeps the SACC informed of the status of High Value Targets (HVTs) and High Payoff Targets (HPTs).

   c. Maintains liaison between the SACC and the AFIC/JIC.

   d. Prepares and maintains the AFIPTL.

   e. Facilitates the Targeting WG and Huddle. The SAC/FEC will facilitate the Targeting Board.

4. <u>Current Fires Section</u>. The Current Fires Section is the coordinating arm of the FECC and provides a C2 agency for planning and coordinating fire support for current operations. The current fires section executes the deep fight and coordinates fires for the close and rear fight. Liaisons to the LFOC from the FECC are normally drawn from the Current Fires section. The

section will be located in the SACC space unless the MEB FECC transitions ashore, when the Current Fires Section will co-locate with the Command Operations Center (COC). The Current Fires Section includes one MEB Air Officer, one MEB Artillery Officer, one NSFS LNO, and two Current Operations Clerks. Specific tasks include:

    a.  Resolve fire support coordination request conflicts.

    b.  Monitor and display the status of supporting arms and the execution of the fire support plan.

    c.  Revise and adjust the plan in keeping with the developing situation.

    d.  Engage reactive targets per the commander's guidance.

    e.  The current fires section must coordinate closely with the LFOC's current operations section, intelligence, and LNOs.

    f.  Externally, this section maintains close contact with the TACC and other fire support agencies or assets.

    g.  Request Supporting Arms. Hasty target planning and immediate fire support requests from subordinate commands, as required, are coordinated with adjacent, supporting, and higher commands by the FECC.

    h.  Coordinate and disseminate Fire Support Coordination Measures (FSCMs).

5. <u>Plans Section</u>. The Plans Section is responsible for supporting the planning functions carried out in the G-3 Future Operations branch as well as the review of fire support plans of subordinate and supporting commands' current operations planners. This section is also responsible for integrating information operations and other various operations, such as engineer operations, into the fires planning and subsequent target development process. This planning will transition to the Target Information Section for development of target lists and later to the Fires Section for execution. This section is responsible for developing initial FSCMs. The IO and Space Operations section is resident within the Plans Section. The Plans Section includes an NSFS Officer, a Space Information Officer and a TLAM Coordinator; the IO Section includes an IO Officer, an Assistant IO Officer, a MISO Officer, an EW Officer, and a Civil Affairs Officer.

6. <u>Information Operations Section</u>. The IO Section is responsible for synchronizing and coordinating all actions related to the five pillars of IO: Operational Security (OPSEC), Military Deception (MILDEC), Military Information Security Operations (MISO), Computer Network Operations, and EW. Afloat, this section is located in the SACC space. Specific duties include:

    a.  Develop and write Appendix 3, Information Operations, to Annex C of the OPORD.

    b.  Facilitate the IO Working Group (IOWG).

    c.  Provide personnel to participate in Targeting Battle Rhythm events.

    d.  Coordinate the execution and assessment of MEB IO activities.

e.  Develop IO Concept of Support.

f.  Develop Combined Information Overlay (CIO).

g.  Conduct necessary coordination with other IO-related agencies and activities, (e.g., JPOTF/JISTF, IOTF, US Embassy (Public Diplomacy), etc.).

h.  Ensure activities are coordinated (nested) with COCOM and USG Strategic Communication Plan.

7.  <u>Space Operations Section</u>.  The Space Operations Section coordinates space force enhancements (SFE).  Space force enhancements, at a minimum, include Position, Navigation, Timing (PNT); Satellite Communications; Intelligence, Surveillance, and Reconnaissance (ISR); and Offensive Space Control/Defensive Space Control (OSC/DSC).  The Space Operations Section will include at least one Space Operations Officer (8866) provided from the MEF CE.  The Space Operations Officer operates under the cognizance of the G-3, SACC/FECC. Aboard ship, the Space Operations Officer should reside in Ships Signal Exploitation Space (SSES).  SSES provides Space Operations with the appropriate connectivity and access to required systems, which include NIPRNet, SIPRNet, Joint Worldwide Intelligence Communications System (JWICS) and Secure Terminal Equipment (STE) phones.  Additionally, it facilitates integration with the embarked Aviation and Ground EW elements and Navy Space Operations Officer.  If Space Operations cannot be located within SSES, the Joint Intelligence Cell (JIC) should be considered as an alternative.  The space section provides subject matter expertise on the space domain. Therefore, the space section can support the integration of space force enhancements during planning for both current and future operations.  The Space Operations Officer does not work a set shift; instead, he must work a swing shift to maximize situational awareness and allow for attendance of WGs.

a.  The functions and responsibilities of Space Operations Section include:

(1) Assist the G-6 in the deconfliction and troubleshooting of satellite communications that involve spacecraft issues.

(2) Assist the G-2 in leveraging national space assets and the newest space-based sensors in the fulfillment of intelligence requirements.

(3) Coordinate with the Joint Space Operations Center (JSPOC) for GPS accuracy prediction models in support of precision-guided munitions.

(4) Plan for and alert space service users of upcoming detrimental space weather phenomenon (i.e., solar flares, coronal mass ejections), that can impact tactical communications, satellite imagery, terrestrial communications and power distribution.

(5) Provide overhead, persistent infrared support to facilitate missile warning, missile defense, technical intelligence and battle space awareness.

(6) Assist in the integration of Special Technical Operations into the MCPP and exercises/operations.

(7) Manage space-related requests for forces to augment the MEB.

(8) Be familiar with current OPLANs and OPORDs Annex Ns (space annex).

(9) Integrate space capabilities into exercises and plan for operations.

(10) Integrate with Navy shipboard and national assets where and when required or in the absence of USMC space support deployed.

(11) Provide Navigation Warfare planning, implementation and remediation.

(12) Lead, coordinate and integrate the 0540s, space operations staff officers, who are embedded in the MEBs, including the supervision of their annual training requirements.

b.  The responsibilities of the Space Operations Officer include the following:

(1) Functions as a SME on the capabilities of national systems and provide this information to the user in the support of operational planning.

(2) Complete and submit Space Support Requests (SSR) on behalf of the MEB.

(3) Coordinate reach back for support and request for information via the Director of Space Forces (DS4) to outside space agencies.

(4) Coordinate and provide space support products for planning and decision making.

(5) Coordinate with the IO Section for integration of SFE.

(6) Coordinate with the embarked Navy Space Operations Officer for integration of Space Operations to ensure continual SFE both underway and during the transition to amphibious operations.

(7) Attend the IO WG, the Targeting WG, as well as the SACC/LFOC turnover.

8.  SACC/FECC Manning Guidance.  Should ESG/MEB forces receive mission tasking requiring the planning, coordination and execution of supporting arms, the SACC/FECC is established and manned per Table J-4.

a.  Full Manning.  SACC/FECC will maintain a full manning status during periods of peak operational activity as determined by the SAC.  Full manning requires 24-hour operations with 12-hour shifts for all personnel.  The SAC and FEC will establish a watch schedule based upon available personnel, anticipated periods of peak activity, and concurrent mission planning requirements.

b.  Reduced Manning.  During extended operations or periods of reduced operational activity, SACC/FECC may go into a reduced status at the discretion of the SAC and FEC.  During periods of reduced-manning status, all

SACC/FECC members not on duty will be in a 15-minute standby status during their shift time.  Watch rotations will ensure a 24-hour presence with at least one representative from the following sections:  ESG SAC/Strike, MEB FEC, Aviation (TACC or MEB Air), Radio operators and AFATDS operators (as required), and Targeting.

    c.  <u>Net Controllers/Radio Operators</u>.  Due to the requirement for 24-hour communications upon SACC/FECC activation, the SAC and FEC will coordinate assignment of necessary radio operators/net controllers with their respective sections and communications officers.

Table J-4:  SACC Manning Assignments

| Section | | Billet | Shift | Location |
|---|---|---|---|---|
| Staff Leads | | SAC | D | SACC |
| | | FEC | D | SACC |
| | | Asst. SAC | N | SACC |
| | | Asst. FEC | S | SACC |
| | | SAC Chief | D | SACC |
| | | FEC Chief | D | SACC |
| Current Ops | Air Support | ASC | D | SACC |
| | | TADC | D | SACC |
| | | Air Intelligence Officer | D | JIC/ SACC |
| | | TAR Net Operator (2) | D/N | SACC |
| | | Air Observer (UAS) (2) | D/N | SACC |
| | NSFS | NSFS Control Officer | D | SACC |
| | | NSFS Net Control (2) | D/N | SACC |
| | | Tomahawk Coordinator (2) | D/N | SACC |
| | Current Fires | MEB Air Officer | D | SACC |
| | | MEB Arty Officer | D | SACC |
| | | Current Ops clerk (2) | D/N | SACC |
| | | NSFS LNO | D | SACC |
| Targeting | | ESG TIO | D | JIC |
| | | MEB TIO | D | SACC |
| | | Target Analyst (2) | D/N | JIC |
| Plans | | Tomahawk Coordinator | D | SACC Plans |
| | | NSFS Officer | D | SACC Plans |
| Space | | Space Officer | D | SSES/JIC |
| Information Ops (MEB) | | IO Officer | D | SACC Plans |
| | | Asst IO Officer | S | SACC Plans |
| | | MISO Officer | D | SACC Plans |
| | | Electronic Warfare Officer | D | SACC Plans |
| | | Civil Affairs Officer (currently gapped) | D | SACC Plans |

D= Day Shift (Times TBD)
N= Night Shift (Times TBD)
S= Swing Shift (Times TBD)

## Annex K – DECISION AUTHORITY MATRIX

| AUTHORITY MATRIX | | | |
|---|---|---|---|
| **Mission Set** | **Approval Authority** | **Delegated To** | **Coordination With** |
| **PLANNING AND EXECUTION** | | | |
| Changes to CCIRs | CG | Not Delegated | Command Group/Battle Staff/MSEs |
| Change to the OPORD | CG | Not Delegated | Command Group/Battle Staff/MSEs |
| Shifts in the Main Effort | CG | Not Delegated | Command Group/Battle Staff/MSEs |
| Commitment of the Reserves | CG | Not Delegated | Command Group/Battle Staff/MSEs |
| **PLANNED CONTINGENCY OPERATIONS** | | | |
| Aviation TRAP | CG | Not Delegated | G-3/ACE/GCE/TACC/FECC |
| OAS for Troops in Contact, **Low Medium Threat Areas** | CG | TACC | ACE/TACC |
| OAS for Troops in Contact **High Threat Areas** or Wx below 1000/3 (night) or 500/1 (day) | CG | ACE | ACE/GCE/FECC/TACC/DASC |
| Quick Reaction Force – Sparrow-Hawk/Bald Eagle **Low & Medium Threat Areas** | CG | G-3 | ACE/GCE/TACC/FECC/DASC |
| Quick Reaction Force – - **High Threat Area** or Wx below 1000/3 (night) or 500 /1 (day) | CG | Not Delegated | ACE/GCE/FECC/TACC/DASC/ |
| CASEVAC, **Low & Medium Threat Areas** | CG | COC | |
| CASEVAC, **High Threat Areas** or Wx below 1000/3 (night) or 500/1 (day) | CG | ACE CO | ACE/GCE/TACC/DASC/ G-1/ HSS |
| NEO | CG | Not Delegated | USG/HHQ/Country Team |
| **UNPLANNED MISSION CHANGE / DIVERT** | | | |
| Change in Mission Sets | ACE CO | ACE SWO | MSE COs |
| Change in mission set into **High Threat Area** or Wx less than 1000/3 (night) or 500/1 (night) | CG | ACE CO | ACE/GCE/TACC/DASC/MSEs |
| Dynamic Retasking of Airborne ISR Asset | CG | G-3 (COPSO) | G-2/ 2d MAW TACC |
| Supplemental Tasking of Airborne Collections Assets | G-2 | G-2 Collections Manager | G-3 COPSO / SWO |
| Distinguishing between Duty Status Whereabouts Unknown (DUSTWUN) and Missing In Action | CG | Not Delegated | G-1/PAO/PRCC/DoS |
| Occupy a Firm Site | CG | GCE | HHQ/IO/CMO/Battle Staff/CMO/ |
| Enter a Cultural or Religious site | CG | Not Delegated | Battle Staff/IMO/IO/PA/MSE/SJA |
| **USE OF ACE ASSETS TO STRIKE TIME SENSITIVE TARGETS** | | | |
| Time Sensitive Targets/Time Critical Target | CG | FECC/FSCC | ACE/TACC/Battlespace FSCC/ DASC |
| Time Sensitive Targets/Time Critical Target/Sensitive Site | CG | Not Delegated | ACE/TACC/ Battlespace FSCC/DASC/SJA |
| Time Sensitive Targets/Time Critical Target/High Threat Area | CG | ACE CO | TACC/DASC/ |
| **COMMAND RELATIONSHIPS** | | | |
| Transfer between JTF/MAGTF/ | CG | Not Delegated | HHQ |
| OPCON/TACON/ADCON Between MAGTF | CG | Not Delegated | G-3/MSE COs |

| FIRES | | | |
|---|---|---|---|
| TLAM Deliberate | HHQ | **Not Delegated** | Launch Area Coordinator |
| TLAM Tactical | HHQ | **Not Delegated** | Launch Area Coordinator |
| HIMARS | CG | GCE | TACC/DASC |
| Deployment of Smart Mines | CG | **Not Delegated** | G-2/GCE/G-3/MSEs/SJA/PAO |
| **FIRES - TARGET ENGAGEMENT AUTHORITY** | | | |
| Collateral Damage Estimate 1 -2 Engagement Authority | CG | MSC CO | TACC/DASC/Firing Unit/Battlespace Owner |
| Collateral Damage Estimate 3 – Engagement Authority | CG | MSC CO | SWO/CG/TACC/FECC/Command Group/Battle Staff/SJA/PAO |
| Collateral Damage Estimate 4 – Engagement Authority | HHQ | CG | SWO/CG/TACC/FECC/Command Group/Battle Staff/SJA/PAO |
| Collateral Damage Estimate 5 – Engagement Authority | SECDEF | HHQ | SWO/CG/TACC/FECC/Command Group/Battle Staff/SJA/PAO |
| Enemy Combatant Mobile Targets | MSC CO | TACC/FSCC | Must follow LOAC ROE/SPINS |

| AUTHORITY MATRIX | | | |
|---|---|---|---|
| **Mission Set** | **Approval Authority** | **Delegated To** | **Coordination With** |
| **FIRES - TIME SENSITIVE TARGET ENGAGEMENT AUTHORITY** | | | |
| TST: Weapons of Mass Destruction Capable Ballistic Missiles | CG | **Not Delegated** | FECC/TACC/Command Group/Battle Staff/SWO/G-3 COC/SJA/PAO |
| TST: Conventional Ballistic Missiles | CG | Appropriate TEA | FECC/TACC/Command Group/Battle Staff/SWO/G-3 COC/SJA/PAO |
| TST: Strategic SAMs Inside the AO | CG | Appropriate TEA | FECC/TACC/Command Group/Battle Staff/SWO/G-3 COC/SJA/PAO |
| **FIRES - TIME SENSITIVE TARGET ENGAGEMENT** | | | |
| TST: CDCM (Mobile, Stationary/Launchers/FC Radars) | CG | Appropriate TEA | FECC/TACC/Command Group/Battle Staff/SWO/G-3 COC/SJA/PAO |
| TST: Insurgent / Terrorist/Criminal Leadership | CG | Appropriate TEA | FECC/TACC/Command Group/Battle Staff/SWO/G-3 COC/SJA/PAO |
| **INFORMATION OPERATIONS – ELECTRONIC WARFARE** | | | |
| Jamming Control Authority Outside the AO | CG | Air Mission Commander | G-2/G-3/ FECC/TACC/IO/GCE/RdBn |
| Jamming Control Authority Inside the AO | CG | Air Mission Commander / GCE | G-2/G-3/IO/FECC/TACC |
| **INFORMATION OPERATIONS – DECEPTION OPERATIONS** | | | |
| Deception Operations Inside the AO | CG | **Not Delegated** | II MEF COC/G-3/IO |
| Tactical Deception | GCE CO | Subordinate Commander | II MEF COC/G-3/IO |
| **INFORMATION OPERATIONS – MISO** | | | |
| Product Approval Authority | CG | **Not Delegated** | Battle Staff/COC |
| Public Information Message / Broadcast Authority | Local Commander | MSC CO | Battle Staff/COC |
| **INFORMATION OPERATIONS – OPSEC** | | | |
| River City | CG | **COPSO** | G-3/G-6/PAO/MSEs |
| **INFORMATION OPERATIONS – PUBLIC AFFAIRS** | | | |

| Authority and Release of Information | OSD PA | CG | HHQ |
|---|---|---|---|
| Release of Killed in Action (KIA) | OSD PA | Parent Command CONUS 24 hours after NOK Notification has been confirmed | G-1/ Parent Command |
| Release of Wounded in Action (WIA) | CG | Parent Command CONUS 24 hours after NOK Notification has been confirmed | G-1/ Parent Command and Individual WIA |
| Authority to Approve Media Embeds | CHINFO | Local commanders | II MEF PAO |
| **INFORMATION OPERATIONS – COMPUTER NETWORK OPERATIONS** | | | |
| Computer Network Attack | SECDEF | CYBERCOM | CG/SJA |
| Computer Network Exploitation | HHQ | HHQ | II MEF IO/G-2/G-6/SJA |
| Computer Network Defense | CG | G-6 | HHQ/SJA |
| **INFORMATION OPERATIONS – INFORMATION MANAGEMENT** | | | |
| Transfer/Transition/Termination of C2 Services | CG | COS | G-3/IMO/G-6 |

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## Annex L - AMPHIBIOUS AND JOINT TASK FORCE CONSIDERATIONS

SECTION 1: AMPHIBIOUS OPERATIONS

SECTION 2: JOINT TASK FORCE HEADQUARTERS CONSIDERATIONS

## Section 1: Amphibious Operations

### 1000. GENERAL

This annex provides a general understanding of command relationships during amphibious operations. It describes in doctrinal detail the directives that outline command authority as well as the roles and responsibilities of the Amphibious Task Force (ATF), Landing Force (LF), and other designated force commanders across the five phases of amphibious operations. A key characteristic of amphibious operations is the coordination and cooperation between the Commander of the Amphibious Task Force (CATF) and Commander of the Landing Force (CLF) as it applies to their supported/supporting relationship and mutually agreed upon recommendations that are provided to the Commander Amphibious Force (CAF) during certain circumstances. This chapter outlines key command relationships, some planning considerations and decision points that will inform shifts in the supported/supporting relationships, as well as outline considerations and go/no-go criteria to land the LF. It is assumed 2d MEB CE will operate afloat, however, it cannot be ruled out for II MEF to be afloat and in command of forces. In the event the MEF were to be afloat replace MEB with MEF and MSE for MSC.

### 1001. COMMAND RELATIONSHIPS

1. Figure L-1 below, provides an example of a command structure for an amphibious operation. Following are the definitions of command responsibilities within this command structure. The organization of the AF should be sufficiently flexible to meet the planned phases of the contemplated operation and any development that may necessitate a change in plan. Sound organization provides for unity of effort through unity of command, centralized planning and direction, and decentralized execution
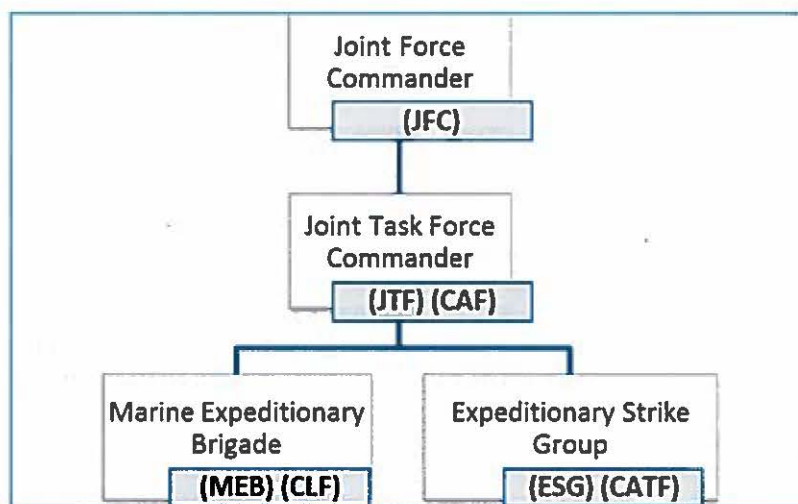


Figure L-1: Example Joint Force Structure Unity of Command

2. Joint Force Commander (JFC). The JFC achieves unity of effort in pursuit of amphibious objectives by establishing unity of command over Amphibious Forces (AFs). The JFC refers to the commander authorized to exercise command authority or operational control of the Joint Force. The JFC is a combatant commander, sub-unified commander, or Joint Task Force (JTF) commander. The JFC assigns subordinate commands, responsibilities, establishes or delegates

command relationships and establishes coordinating instructions.

3. <u>Joint Task Force (JTF)</u>. The JFC may elect to delegate responsibility of overall control of the operation to a subordinate JTF commander. This normally occurs on a geographic or functional basis when the mission has specific or limited objectives and does not require centralized control of logistics. A JTF is dissolved when the objectives for which it was created have been achieved or it is no longer required.

4. The Commander, AF (CAF) is the officer in overall command of an amphibious operation. The CATF and CLF are subordinate commanders to the CAF. The terms CATF and CLF are used throughout this publication solely to clarify the doctrinal duties and responsibilities of these commanders. CATF is the Navy officer designated in the initiating directive as the commander of the ATF. CLF is the officer designated in the initiating directive as the commander of the LF for an amphibious operation.

5. The JFC achieves unity of effort in pursuit of amphibious objectives by establishing unity of command over AFs. The JFC establishes unity of command over AFs by either retaining operational control (OPCON) over the Service or functional component commands executing the amphibious operation or by delegating OPCON or tactical control (TACON) of the AF. The JFC may remain the common superior to the CATF and CLF, thereby directly performing the role as the CAF. The JFC may also delegate this responsibility to a subordinate commander. Depending on the purpose and scope of the mission, subordinate commanders that may be designated as the CAF include the Joint Force Marine Component Commander (JFMCC) or the commander of a naval task force or group under the JFMCC. If and when delegated, forces, not command relationships, are transferred between commanders. When forces are transferred, the command relationship that the gaining commander will exercise (and the losing commander will relinquish) over those forces must be specified.

6. <u>Commander, Amphibious Task Force (CATF)</u>. The CATF is designated by the JFC in the Initiating Directive. The CATF is the Navy Officer responsible for command of the ATF.

7. <u>Commander, Landing Force (CLF)</u>. The CLF is designated by the JFC in the Initiating Directive. The CLF is the officer in command of the LF.

8. <u>Composite Warfare Commander (CWC)</u>. The CWC is an officer to whom the officer in tactical command (OTC) of a naval task organization may delegate authority to conduct some or all of the offensive and defensive functions of the force. The CWC allows the OTC to aggressively wage offensive combat operations against air, surface, and subsurface threats while carrying out the primary missions of the force, and to shape the operational environment for the amphibious operation. Although assignment of various warfare commanders will allow control of different capabilities in a single platform by multiple commanders, only one commander may exercise TACON for the ship's movements and maneuver. The use of a CWC can apply to any naval task force or task group operating at sea and is capable of flexible implementation and application.

1002. <u>FIVE PHASES OF AMPHIBIOUS OPERATIONS</u>

1. There are five phases associated with the conduct and execution of amphibious operations. Figure L-2 identifies each phase and is followed by a

definition and explanation of the activities that occur during each phase. During these phases, CATF and CLF – using the amphibious operation planning process – reach key decisions that result in the development of an OPLAN.



Figure L-2:  Five Phases of Amphibious Operations

a. <u>Planning Phase</u>.  Although planning is continuous throughout the operation, the planning phase is defined as the period extending from the issuance of an initiating directive and ending with the embarkation of the LFs.  During this phase, the CATF and CLF are coequal in planning matters. Planning decisions must be reached on the basis of common understanding of the mission; objectives; tactics, techniques, and procedures (TTPs); and on the free exchange of information.  Should a change to the mission or an amphibious operation be initiated from an afloat posture, the coequal planning relationship will remain in place for subsequent planning.  The intent of planning is to produce an OPORD for execution in order to achieve the assigned mission.  Before an OPORD can be produced, CATF and CLF each have specific responsibilities for product development.  The Landing Plan product requirements of each are provided in Table L-1.

Table L-1:  CATF/CLF OPORD Landing Plan Responsibility Matrix

| Commander, Amphibious Task Force | Commander, Landing Force |
|---|---|
| Ship-to-Shore Movement | Landing Force Landing Plan |
| Naval Landing Plan | Amphibious Vehicle Availability Table |
| Landing Craft Employment Plan | Landing Craft and Amphibious Vehicle Assignment Table |
| Debarkation Schedule | Landing Diagram |
| Ship Diagram | Landing Force Serial Assignment Table |
| Unloading Plan | Landing Priority Table |
| Approach Schedule | Landing Force Sequence Table |
| Assault Wave Diagram | Assault Schedule |
| Landing Area Diagram | Amphibious Vehicle Employment Plan |
| Transport Area Diagram | Aviation Availability Table |
| Beach Approach Diagram | Air-Team Wave and Serial Assignment Table |
| Sea Echelon Area | Aviation Landing Diagram |
| Landing Control Plan | Aviation Employment and Assault Landing Table |
| Medical Regulating Plan | Ground Combat Element Landing Plan |
| Amphibious Bulk Liquid Transfer System and Offshore Petroleum Discharge System Plan | Consolidated Landing and Approach Plan |
|  | Aviation Combat Element & Landing Force Aviation Landing Plan |

- Defense of the Amphibious Task Force (DATF) as well as Emergency Defense of the Amphibious Task Force (EDATF) must be planned for during all five phases of an amphibious operation.  As such, a concerted effort must be taken to plan for and apportion forces for the defense of the Force both at sea and afloat.

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b. <u>Embarkation Phase</u>. The embarkation phase is defined as the period during which the LF, with its equipment and supplies, embarks in assigned shipping. The goal of this phase is to achieve the orderly assembly of personnel and material and their embarkation on assigned ships in a sequence that allows proper sequencing of forces ashore in support of the LF CONOPS. The landing plan and scheme of maneuver ashore influence staff and unit assignment to the available ships, the number and type of landing craft that will be embarked, and how units will phase ashore.

c. <u>Rehearsal Phase</u>. The goal of the Rehearsal Phase is to exercise as much of the force and OPORD as possible in order to validate the plan for completeness, suitability, and sustainability. It ensures familiarity with the plan and identifies gaps or weaknesses in sufficient time to correct or mitigate their risks. The rehearsal phase is the period during which the prospective operation is rehearsed in order to:

(1) Test the adequacy of plans, timing and combat readiness of assigned forces.

(2) Ensure all echelons are familiar with the plan, scheme of maneuver, and objectives.

(3) Test communications and information systems.

d. <u>Movement Phase</u>. The movement phase is the period during which various elements of the AF move from points of embarkation to forward-deployed positions within the operational area. Movement is complete when all elements of the LF arrive at their assigned positions within the operational area. The movement plan is the responsibility of the CATF. This phase may be interrupted to perform rehearsals, stops at staging areas, and for logistics or rendezvous points. As planning for the amphibious operation matures, it may require the AF to reorganize some of the forces embarked aboard amphibious ships in order to achieve the desired capability and time-phased force requirements. While cross-decking equipment and personnel during movement phase is not an optimal solution, it may occur out of necessity.

e. <u>Action Phase</u>. The action phase is the period from the arrival of the AF in the operational area through the accomplishment of the mission and termination. While the CATF is responsible for the overall execution of ship-to-shore movement (air and surface), the organizational responsibility between CATF and CLF is a parallel effort focused on facilitating the execution of the landing plan and the LF scheme of maneuver. During the action phase, shifts in the CATF/CLF supported/supporting relationship occur. Table depicts the responsibility of the CATF and CLF during the five phases of amphibious operations.

Table L-2. Amphibious Operations Planning Responsibility Matrix

| Amphibious Planning Phase | Responsibility |
|---|---|
| 1. Planning | Co-equal responsibility during planning |
| 2. Embarkation | Shared responsibility between CATF/CLF. Each prepare separate documents. Early identification of required amphibious lift to support the CONOPS is essential to proper distribution of forces and capabilities to ensure the rapid buildup of combat power ashore. |
| 3. Rehearsal | Shared responsibility between CATF/CLF. Critical to identification of risk as well as suitability and completeness of the plan. |
| 4. Movement | CATF is responsible for the movement plan, which provides for the movement of the AF to the objective |

| | | area. |
|---|---|---|
| 5. | Action | CATF is responsible for the overall surface and air ship-to-shore movement during the initial stage of an amphibious assault.<br>• Control and coordination is a shared responsibility.<br>• Upon designated conditions, as well as mutual agreement, the supported/supporting relationship shifts to the CLF during the action phase. |

## 1003.  CATF AND CLF SUPPORTED/SUPPORTING RELATIONSHIP

1.  Typically, a support relationship is established between the commanders and is based on the complementary rather than similar nature and capabilities of the ATF and LF.  However, it is not the intent to limit the common superior's authority to establish either an OPCON or TACON command relationship.

2.  Unless otherwise stated in the initiating or establishing directive, the CATF and CLF will identify the events and conditions for any shifts of the support relationship and forward those recommendations for approval to the establishing authority.  It is the responsibility of the establishing authority to resolve any conflicts among the commanders and to ensure the supported and supporting commanders understand the degree of authority that the supported commander is granted.  If not specified in the initiating directive, CATF and CLF will determine who has primary responsibility for the task during mission analysis and the planning phase.  Examples of these tasks are represented in Table L-3.

Table L-3:  Tasks Requiring CATF/CLF Decisions

| Primary Decision | May be Contained in the Initiating Directive | Decision |
|---|---|---|
| Determine amphibious force missions(s) | X | CAF* |
| Select amphibious force objective(s) | X | CAF* |
| Select course of action | | CAF* |
| Select date and hour of landing | X | CAF* |
| Supporting Decision | | |
| Select method of entry | | CATF/CLF |
| Select landing areas | | CATF/CLF |
| Select landing beaches | | CATF/CLF |
| Determine sea echelon plan | | CATF |
| Select landing force objectives | | CLF |
| Select landing zones and drop zones | | CLF |

* CATF/CLF mutually agreed upon recommendations to CAF for final concurrence

## 1004.  SHIFTS IN CATF/CLF SUPPORTED/SUPPORTING RELATIONSHIP

1.  In the past, shifts in the supported/supporting relationships occurred when the CLF transitioned ashore.  Today, operations from the sea base coupled with advances in technology affecting command and control (C2), communications, and weaponry question the need for the CLF to transition ashore.  As stated previously, the relationship between the CATF and CLF should be collaborative, yet doctrinal.  The shift between supported and supporting commander for amphibious operations should be based upon a mutual agreement and the following criteria:

     a.  Responsibility for the preponderance of the mission.

b.  Force capabilities.

c.  Level of threat.

d.  Type, phase, and duration of operation.

e.  C2 capabilities.

f.  Operational environment assigned.

g.  Subordinate commander recommendations.

2.  Table L-4 provides an example of potential shifts in the supported commander based on the criteria above.

Table L-4:  Examples of Shifts in the Support Supported Relationship

| MISSION | SUPPPORTED COMMANDER |
|---|---|
| Planning | CATF and CLF |
| Movement | CATF |
| Action | CATF then CLF |
| Raid with A2AD threat | CATF, then CLF then CATF |
| Raid with no A2AD | CLF |
| Demonstration | CATF |
| Withdrawal | CLF, then CATF |
| Humanitarian Assistance | CLF or CATF |
| Actual supported/supporting commanders will be designated by the establishing authority based upon the specific mission requirements. | |

1005.  CONDITIONS AND CONSIDERATIONS TO LAND THE LANDING FORCE

1.  Establishing combat power ashore is essential to achieving the objectives of the LF.  During the movement phase, the LF is most vulnerable to the enemy due to confinement of maneuver space both immediately prior to and during landing ashore.  The CATF and CLF must establish conditions to land the LF during the planning phase and continually update the status of these conditions as execution of the plan draws closer.

2.  The intent of establishing conditions and considerations to land the LF during planning is to ensure the greatest potential for mission success as well as to minimize the risk to the LF during the movement phase.  Conditions and considerations to land the LF include:

a.  Rules of Engagement (ROE).  ROEs are the directives issued by competent authority that delineate the circumstances and limitations under which United States (U.S.) forces will initiate and/or continue combat engagement with other forces encountered.  ROE are the means by which the National Command Authority (NCA) and operational commanders regulate the use of armed force in the contest of applicable political and military policy and domestic and international law.  Simply put, ROE are the rules that govern "when, where, against whom and how force can be used."  ROE can be used to control the use of force in three (3) main areas:

(1) Implements the inherent right to self-defense.

(2) Defines the use of force consistent with the requisite force for mission accomplishment.

(3) Applies these principles throughout the spectrum of conflict from peacetime to military operations other than war to armed conflict.

b.   ROEs generally provide guidance on and impose limitations on the use of force by commanders and individuals based on military, political, and legal considerations.  They are a key component of any OPORD, and the Operations section must be deeply involved in the review and refinement of any and all ROEs.  ROEs for a specific operation will be developed and promulgated in Appendix 6, Annex C of the OPORD.  The development of this Appendix is a joint responsibility between the G-3 and SJA.  ROEs are reflected in Appendix K of an OPORD.

c.   Diplomatic/Political Environment.  While armed conflict cannot always be avoided using the diplomatic means of national power, the inclusion of diplomatic means is essential to the identification of LF considerations beyond ROE.  Diplomatic considerations of the LF include:

(1) The diplomatic landscape of the country in which hostilities will occur.

(2) Identification of Red Lines or those actions taken against the host nation that, if destroyed, possess significant monetary, religious, and/or emotional value to inhabitants, resulting in negative perceptions of U.S. forces and isolation of the just cause of conflict.  Red Lines include but are not limited to utilities, statues, art, and religious treasures.

(3) Humanitarian Assistance/Disaster Relief (HA/DR) actions including the massing of refugees/indigenous personnel, or the actions of Non-implementing (Red Cross) and Implementing Partners, or Non-Governmental Organizations (NGOs).

d.   Weather.  Weather impacts the ability of an AF to execute the OPORD on the day and time of its choosing.  It can affect the ability of the LF to rapidly build combat power ashore, operate effectively against an enemy once there, and be sustained without interruption by air and surface means.  For the purpose of this SOP, weather is broken down into forecast weather, and its effects on the environmental conditions the LF will operate within.  It offers considerations for planning, as well as the establishment of Go-No-Go criteria to land the LF.

(1) Forecast Weather Considerations

(a) Sea state for launching landing craft and aviation operations.

(b) Cloud ceiling.

(c) Visibility.

(d) Icing, fog, winds, and water temperature.

(e) Modified Surf Index must be 6 or less for Landing Craft Utility (LCU)/Amphibious Assault Vehicle (AAV) operation.

(f) Significant Wave Height must be five feet or less for Landing Craft Air Cushioned (LCAC) operation.

(g) Environmental Consideration

1. <u>Hydrographic Survey</u>. Adverse weather on advance force operations to include the hydrographic survey can negatively impact the AF's ability to identify obstacles or risks to the LF approach to designated landing beaches.

2. <u>Topography for Maneuverability</u>. Adverse weather can negatively affect the maneuverability of the LF on foot, by motorized vehicle, or by air. Precipitation changes the consistency and maneuverability of soil, thus creating unintended delays in mobility, speed of advance, and concentration of force.

3. <u>Tides and Water Current</u>. Understanding the impact that tides and currents have on the advance of forces from sea echelon areas is essential to predicting the time required to rapidly build combat power ashore. Adverse weather combined with rising or receding tides can cause transit times of the LF from amphibious ships to designated landing beaches to be increased, thus creating delays in follow-on wave advancement and resupply waves to be delayed.

e. <u>Advance Force Operations</u>. Advance Force Operations involve a temporary organization within the ATF that precedes the main body to the objective area. Their mission is to prepare the objective for the main assault by conducting such operations as reconnaissance, seizure of supporting positions, mine countermeasures, preliminary bombardment, underwater demolitions, and air support (JP 3-02). The degree to which advance force operations are successful contributes to the consideration to land the LF. Specific examples to measure successful advance force operations include:

(1) Strategic communications.

(2) Computer Network Exploitation (CNE).

(3) Robust Information Operations (IO).

(4) Military Deception (MILDEC).

(5) Identification of targets and their prosecution.

(6) Battle damage assessments.

(7) Identification of helicopter landing zones, beach zones and rendezvous points.

(8) Identification of No-Fire Areas (NFAs).

(9) Interagency integration (Defense Attaché, etc.).

(a) Emergency Action Plan (Noncombatant Evacuation Operations (NEO)).

(b) Standard of Forces Agreement (SOFA).

f. <u>Maritime Superiority</u>. Maritime superiority includes those actions that ensure the AF can operate without prohibitive interference. It includes security of the AF from surface, subsurface and air threats in all forms. Specific considerations when landing the LF includes enemy submarines, mines, landing craft obstacles, small boats, missiles, aircraft and associated integrated enemy air defenses, as well as enemy anti-access area defense capabilities. In determining the degree to which these capabilities are destroyed, degraded, or their risk mitigated is a mutual decision of the CATF and CLF.

g. <u>Air Superiority</u>. Air superiority includes those actions that ensure the AF can operate without prohibitive interference. It includes the ability of the AF to provide defensive support to the AF as well as to conduct offensive operations. Considerations to land the LF include those actions encompassing the six functions of Marine Aviation and its support to the LF mission and scheme of maneuver. It includes the ability to positively and/or procedurally control.

(1) The enemy threat will dictate the ability of the LF to conduct aviation operations without prohibitive interference.

(2) Specific considerations include coastal defenses of the enemy and the degree to which those defenses are integrated into a networked Anti-Access, Area Denial (A2AD) defense system.

(3) The A2AD threat is comprised of integrated enemy air defense systems, radars, radar-controlled surface-to-air missiles, man-portable missiles, and fighter aircraft with radar cueing, as well as the ability to deny the use of the electromagnetic spectrum.

(4) In addition, it may include mines, small boats, etc.

(5) The degree to which the enemy can deny the AF access must be planned for, and the risk mitigated before permission to land the LF is approved by CATF and CLF.

h. <u>Command and Control (C2)</u>. The ability to command and control the force will likely be the determining factor for the shift in command responsibility between CATF and CLF during the movement and action phase of an amphibious operation. C2 can be conducted through positive or procedural control measures. Positive control is a method of control that relies on positive identification, tracking, and direction of forces within a designated operating area and its associated airspace by an agency having the authority and responsibility therein. Procedural control is the ability to perform C2 in the absence of positive electronic methods based on commanders' intent, prescribed procedures, and pre-established routing.

i. Sufficient C2 capabilities will be dependent upon the C2 architecture and bandwidth that is in place and operable at the time of execution. Planning for and testing robust and redundant C2 capabilities is essential during the planning phase of an amphibious operation. Communications

Exercises (COMEX) assist in identifying C2 shortfalls and are highly recommended in this regard. Given the complexities of amphibious operations, both Navy and Marine Corps staffs should consider internal and external communications and control links with senior, adjacent, and subordinate agencies in order to ensure completeness and continuity of C2 methods. Considerations to land the LF with regard to C2 include communications between internal and external agencies.

   (1) External agency considerations include: Senior Agencies/Units: Joint Force Commander, JTF commander, U.S. Embassy, and Country Teams.

   (2) Adjacent Agencies/Units: Carrier Strike Group, Maritime Prepositioned Force, Coalition/Multi-National Forces, and Host Nation Government and Security Forces.

   (3) Subordinates Units.

   (4) Internal Agency C2 considerations include:

    (a) Regional Air Defense Center.

    (b) Supporting Arms Coordination Center.

    (c) Tactical Air Control Center Afloat.

    (d) LF Operations Center.

    (e) Tactical Air Operations Center Ashore.

    (f) Tactical Air Command Center Ashore.

    (g) Fire Support Coordination Center Ashore.

 j. <u>Attaining Favorable Ground Force Ratio</u>. Achieving a favorable ground force ratio is a significant consideration when deciding whether or not to land the LF. In so doing, the focus is on the ability of the LF to achieve the mission once ashore, not merely entry into the area of operations (AO). The entire flow and commitment of force is focused to that end. Deployment itself — its method and embarkation and debarkation points — depends on the type and timing of available lift, urgency of the operation, Lines of Communication (LOCs) destination, and success of advanced force operations. Enemy capabilities affect all of the above; therefore, operational design and tactical execution in achieving favorable ground force ratios are designed to overcome enemy capabilities as well as any other obstacles that impede success. Below is a list of questions to consider when considering the ability of the LF to achieve a favorable ground force ratio leading to an order to land the LF with relative certainty that the intended mission will be achieved. Some questions presented are designed to shape planning assumptions and identify those planning aspects that mitigate risk to the LF during the ship-to-shore transit.

   (1) Has advance force operations achieved the desired results as intended?

    (a) MILDEC.

(b) Targeting versus battle damage.

(c) IO.

(d) Disruption of conventional/unconventional threat.

(e) Intelligence Surveillance and Reconnaissance (ISR) ability to identify, forecast, and track enemy capabilities, movement, and will to continue.

(2) Have all single points of failure been eliminated to ensure the rapid buildup of combat power shore?  This includes the ability to spread load the LF among numerous ships to negate the effects of:

(a) Loss of a capital ship (Harrier Carrier).

(b) Fouled ship well-deck resulting in delays to LCU/LCAC/AAV waves.

(c) Ship stern gate malfunction.

(3) What is the LF tolerance for an enemy-opposed landing at the landing beaches?

(a) Opposed landing with an enemy size not to exceed _____?

(b) Enemy indirect fire capabilities within ___ miles of the landing beach?

(c) Enemy ability to mass to oppose the landing within ____ hours?

(d) LF logistics capability to sustain the landing for not less than ____ days?

k.  Information Superiority.  IO encompass attacking adversary C2 systems (offensive IO) while protecting friendly C2 systems from adversary disruption (defensive IO).  Effective IO combines the effects of offensive and defensive IO to produce information superiority at decisive points.  The full impact of IO on friendly, neutral, and hostile forces should be a key goal of IO in achieving information superiority.  IO consists of the core capabilities of electronic warfare, computer network operations, psychological operations, MILDEC, and operational security.  IO considerations to land the LF include the success of its core capabilities in concert with specified supporting and related capabilities to influence, disrupt, corrupt or usurp adversary human and automated decision-making while protecting its own.  IO aligns with Annex P (Information Operations) of an OPORD.  Considerations to Land the LF include:

(1) The ability to deny the use of the electromagnetic spectrum to the enemy while protecting friendly use.

(2) The ability to deny the enemy the ability to command and control its forces through deception, disruption or intrusion while protecting friendly ability to command and control its own.

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    (3) The ability to conduct unimpeded Computer Network Operations including Computer Network Attack, Computer Network Defense, and CNE upon enemy capabilities.

    (4) IO's successful contributions to friendly MISO, MILDEC, Information Assurance (IA), and Counter-Intelligence.

    1.  <u>Ability to Maintain Continuous Logistics Support</u>.  Successful amphibious operations require a flexible logistics plan.  During amphibious operations, logistics projection depends upon the size of the force; the maturity of the theater; the capability of amphibious ships to resupply the force with food, water, ammunition, and fuel; as well as the availability of in-theater stockage and host nation support.  Existing theater infrastructure greatly affects both logistics and operational planning.  The availability of ports, roads, and other assets will affect the sequencing of units and the tempo of entry operations.  Infrastructure impacts command decisions at all levels.  Commanders must consider not only the physical structures but also the cultural, religious, and ethnic customs in the region.  In considering infrastructure, commanders must analyze its impact upon operations, its impact upon the enemy, how its condition promotes or hinders post-conflict activities, and the extent of indigenous public support prior to landing the LF.

1006.  <u>LAND THE LANDING FORCE GO/NO-GO CRITERIA</u>.  Go/No-Go criteria provide the commander a list of conditions that must be achieved to land the LF.  While the conditions to land the LF are subjective, the detail behind each consideration and the analysis behind it can be a powerful decision-making tool for the commander and his or her staff.  Although the answers might seem intuitive, the systematic approach to reaching the decision is not.  Table L-5 is designed to provide the commander and his or her staff a reference to approach the conditions, considerations, and analysis behind a decision to land the LF.  By approaching the decision systematically, the commander can ensure the decision he or she makes is both logical and supportable, while reducing the risk to the LF and mission writ-large.  Table L-5 is neither all-encompassing nor doctrinal; it is simply a place to begin when examining the intricacies and complexity of an amphibious assault.

Table L-5:  Checklist of Considerations to Land the Landing Force

| |
|---|
| ☐ **Command Relationship Shift** |
| ☐ **Amphibious Operations Area is Established** |
| ☐ **Rules of Engagement** |
| ☐ Hostilities ROE is approved |
| ☐ **Diplomatic/Political Environment** |
| ☐ Department of State Approval (Ambassador) |
| ☐ Country Teams (Coordination) |
| ☐ Defense Attaché (Involved) |
| ☐ Economic Impact of Actions |
| ☐ Red Lines Identified |
| ☐ No Fire Areas Identified |
| ☐ Host Nation Support |
| ☐ Non-Combatant Evacuation (NEO) |
|    o Size/Duration/Locations |
|    o Evacuation Rally Points |
|    o Evacuation Landing Zones |
| ☐ Emergency Action Plan |
| ☐ Non-Governmental Organizations (Pre- or Post-Hostilities) |
| ☐ **Weather/Environmental** |

- ☐ Window of Opportunity for Execution
- ☐ Hydrographic Survey Complete
- ☐ Rehearsal Performed
- ☐ D-Day Weather
- ☐ Post D-Day Weather
- ☐ Modified Surf Index less than 6 (LCU/AAV)
- ☐ Significant Wave Height less than 5 (LCAC); 3.5 w/Tanks
- ☐ Temp/Dew Point Spread less than 4 Degrees, Not Decreasing
- ☐ Ceiling/Visibility
- ☐ Tidal Assessment
- ☐ Solar / Lunar Almanac Prediction
- ☐ Precipitation Effects on Maneuverability
  - o Foot
  - o Motorized

**Successful Advance Force Operations**

- ☐ Communications Established
- ☐ Intelligence Gathering
- ☐ Enemy Disposition
- ☐ JSOTF Integration
- ☐ Target Identification
- ☐ No Fire Area Identified
- ☐ Shaping Battle Damage Assessments
- ☐ Robust Information Operations
- ☐ Military Deception Operations
- ☐ Landing Zone Identification
- ☐ Beach Zones Identified
- ☐ Computer Network Exploitation

**Maritime Superiority**

- ☐ Defense of the Amphibious Task Force Surface, Subsurface, Air Threat Mitigated
- ☐ Surface Threat
  - o Conventional (CRUDES Defense vs. TACAIR/CDCM)
  - o Fast Attack Craft (FAC) – Fast Inshore Attack Craft (FIAC) (Armed Helo)
  - o Asymmetric – (USS Cole Scenario)
  - o Chemical, Biological, Radiological Nuclear (CBRN)
- ☐ Sub-surface
  - o Anti-submarine Warfare
  - o Mine Warfare
    - ▪ Offensive Mine Counter-Measures (MCM)
    - ▪ Known Mine Storage, handling sites neutralized
    - ▪ Known detected mine delivery platforms neutralized
    - ▪ Defensive MCM
    - ▪ MCM Exploratory and Clearance Operations
- ☐ Aviation
  - o Attack Aircraft Fixed & Rotary Wing
  - o Missile Defense
  - o CBRN

**Air Superiority**

- ☐ Positive and/or procedural control within the AOA
- ☐ Marine Aircraft Group Readiness greater than 70%
  - o Fixed Wing
  - o Rotary Wing
  - o Aircrew
- ☐ Acceptable Attrition of Known Threats (Integrated Enemy Air Defense System, SAMS, Radar, Fighter Aircraft, Communications and Navigation Jamming)
- ☐ Air Reconnaissance
- ☐ Offensive and Defensive Air Support
  - o Fixed Wing Go-No-Go Criteria to support the LF and Follow-On Operations Ashore
  - o CAS/DAS/CAP Capabilities, Limitations
- ☐ Anti-Air Warfare Threat Neutralized or Mitigated
- ☐ Assault Support
  - o Landing Areas identified
  - o Rotary Wing Go-No-Go Criteria Identified
  - o CASEVAC/MEDEVAC
  - o Logistics

| | |
|---|---|
| | o Tactical Recovery of Aircraft and Personnel (TRAP) |
| | o Non-Combatant Evacuation Operations Branch Plan |

**Command & Control**

- CSI Operational to Maintain Situational Awareness in all 3 Dimensions
- CSI Systems Operational to Command and Control the AOA
- Confirmation Brief Performed
- Command Relationship Shift
- Supported / Supporting Commander Shift
- Positive or Procedural C2 Established within the Area of Operations
- Sufficient Communications to Conduct Landing Phase and Sustain Operations Ashore
- C2 Architecture and Bandwidth Established and Operable with:
  - o Higher
  - o Adjacent (US/Coalition/Multi-National)
  - o Subordinate Commands
  - o Advance Forces
- C2 Agency Connectivity
  - o Regional Air Defense Commanders (RADC)
  - o Supporting Arms Coordination Center (SACC)
  - o Tactical Air Coordination Center (TACC)
  - o Landing Force Operations Center

**Information Superiority**

- Control of Maritime Operating Space and Time
- Unimpeded Use of the Electromagnetic Spectrum
- Unimpeded Use of the Communications C4I Networks
- Anti-Access, Area Denial (A2AD) Threat Identified/Neutralized or Mitigated
- Information Management Established and Provides Useful and Timely Situational Awareness
- Enemy is Uncertain of Amphibious Task Force Intentions
  - o Military Deception
  - o OPSEC
  - o Information Assurance
  - o Counter-Intelligence

**Attain Favorable Ground Force Ratio**

- All Single Points of Failure Eliminated or Risk Mitigated
  - o Harrier Carrier
  - o Ship Loads
  - o Loss of any Capital Ship
  - o Stern Gate Ineffective
  - o Fouled Well Deck
- Enemy Opposition on the Landing Beach not to Exceed _____ Size
- Enemy Ability to Mass Forces within 3 Hours of Landing
- Enemy Indirect Fire Assets Ranging the Landing Beach within 12 Miles
- Military Deception Objectives Achieved
- ISR or Advanced Forces Providing Spot Reports, Battle Damage Assessments, Surveillance and Extent of Shaping Operations
- C2 of Advance Forces
- Fire Support Superiority
- Effective Disruption of Conventional/Unconventional Threat

**Logistics Support**

- Ability to Sustain the Force
  - o Fuel
  - o Ammunition
  - o Water
  - o Medical
- Host Nation Support
- Aerial Port of Debarkation
- Ship Port of Debarkation
- Weather Impact on Traffic Ability and Resupply

## Section 2: Joint Task Force Headquarters Considerations

### 1007. GENERAL

1. Per Commandant Marine Corps (CMC) guidance, the Marine Expeditionary Brigade (MEB) focus as a Joint Task Force (JTF) Capable Headquarters (HQ) is applied to a response to a crisis. This section provides an overview of concepts and considerations for forming a JTF in support of a crisis response event. As a JTF is similar to a MAGTF, the TACSOP provides a good baseline on processes and procedures that would be incorporated within a JTF HQ. Reference (cn) provides a detailed overview of a JTF HQ, and Appendix A of reference (cn) contains separate checklists for staff sections that should be incorporated into section Standard Operating Procedures (SOPs). Figure L-3 is a snapshot taken from reference (co). It depicts a link to an existing JTF SOP already developed by the Joint Staff J-7. Per the annexes of reference (cn), individual JTF sections should print out their appropriate SOPs for use with their internal section SOPs.



Figure L-3: JTF HQ SOP Snapshot

2. A JTF-Capable HQ is defined as "A designated Service HQ that has achieved and can sustain a level of readiness to establish, organize, and operate as a JTF HQ, which is acceptable to the supported and/or assigned Combatant Commander (CCDR)." Currently, United States African Command (USAFRICOM) has validated the 2d MEB HQ as a JTF-Capable HQ with its mission focused on crisis response events that include: Non-Combatant Evacuation Operations (NEO), Humanitarian Assistance/Disaster Relief (HA/DR), and Countering Weapons of Mass Destruction (CWMD).

3. A JTF-Capable HQ for crisis response with designated contingency mission allows the MEB to train and exercise its missions prior to the initiation of a crisis which allows for rapid formation and execution. The 2d MEB has an established and validated Joint Manning Document (JMD) and Joint Mission Essential Equipment List (JMEEL), and follows a Joint Training Plan. For a crisis response event, the JMD also identifies critical joint personnel required within the first 24 to 48 hours of the establishment of the HQ. This requirement is filled by the Joint Enabling Capabilities Command (JECC) and from the CCDR staff/Service Components.

**1008. RESPONSIBILITIES OF THE ESTABLISHING AUTHORITY**

1. When a JTF HQ is required, the Establishing Authority (normally a CCDR) will issue a warning/execute order that should include:

    a. Appoint the Commander, Joint Task Force (CJTF).

    b. Assign the mission and forces in support of the CJTF.

    c. Exercise Command and Control (C2) of the JTF.

        (1) In coordination with the CJTF, determine the military forces, personnel, and other national means required to accomplish the mission.

        (2) The process to request forces required.

    d. Provide the overall mission, purpose, and objectives for the directed military operations.

    e. Define the Joint Operations Area (JOA) in terms of geography and time. The JOA should be assigned through the appropriate CCDR and activated at the date and time specified. The JOA must be defined such a manner that will allow the CJTF to achieve:

        (1) Freedom of action.

        (2) Communications.

        (3) Personnel recovery.

        (4) Security of the forces moving into or positioned outside of the JOA.

    f. Ensure the development and approval of rules of engagement (ROEs) or rules for the use of force tailored to the situation.

    g. Monitor the operational situation and keep HHQ informed through periodic reports.

    h. Provide guidance (planning guidelines with desired end states, situation concepts, tasks, execution orders, administration, logistics, media releases, and organizational requirements).

    i. Promulgate changes in plans and modify mission and forces as necessary.

    j. Ensure administrative sustainment support.

    k. Recommend to HHQ which organization should be responsible for funding various aspects of the JTF.

    l. Establish or assist in establishing liaison with U.S. Embassies, Government and Non-Government organizations, and foreign governments involved in the operation.

2. Determine force requirements to include preparing a directive that

indicates the purpose, terms of desired effect, and scope of the action required. The directive establishes the support relationships with amplifying instructions such as: strength to be allocated to the supporting mission; time, place, and duration of the supporting effort; priority of the supporting mission; and the authority for the cessation of support.

1009. COMMANDER JTF (CJTF) AUTHORITIES

1. The CJTF has authority to assign missions, redirect efforts, and require coordination among subordinate commanders. The CJTF may not have ability to re-organize forces based on command relationship given to him/her by the CCDR. For example, the CJTF may be given Special Purpose MAGTF for Crisis Response (SPMAGTF-CR) and a Marine Expeditionary Unit (MEU) Tactical Control (TACON), which does not allow him/her to composite those forces. Unity of command, centralized planning and direction, and mission command are key considerations. Generally, the COMJTF should allow Service tactical and operational groupings to function as they were designed. The intent is to meet the CJTF's mission requirements while maintaining the functional integrity of Service components. The CJTF may elect to centralize selected functions within the joint force, but should strive to avoid reducing the versatility, responsiveness, and initiative of subordinate forces. A CJTF typically organizes the joint force with a combination of Service and commanders will typically augment their HQ with additional enabling capabilities from sources such as the United States Transportation Command (USTRANSCOM) JECC. CJTF can also form a subordinate Task Forces based on operational requirements. For example, during an HA/DR event, he/she may identify a Task Force Security, Task Force Sustainment, and/or Task Force Medical.

2. Unified action is a fundamental concept of joint operations. CJTFs may elect to centralize selected functions within the joint force, but in response to a crisis, should strive to avoid reducing the versatility, responsiveness, and initiative of subordinate forces. Organization of joint forces also needs to take into account interoperability with Multinational Forces (MNFs). Complex or unclear command relationships and organizations can be counterproductive to developing synergy, especially among MNFs.

3. JTFs may be established on a geographical area or functional basis when the mission has a specific limited objective and does not require overall centralized control of logistics. However, there may be situations where a JTF may have a logistics-focused mission. In these situations, the JTF will require directive authority for common support capabilities delegated by the CCDR over specific logistic forces, facilities, and supplies. Even as a US unilateral force, a JTF will usually operate in an interconnected joint, interagency, intergovernmental, non-governmental, and multinational environment in which the CJTF and staff must work with and through many agencies and organizations.

4. Within the context of a JTF for a crisis response event as identified above, the JTF may be designated to support a specific function (i.e. logistics) and may require a minimal staff. In addition, the MEB Command Element (CE) may be required to establish an initial JTF in an HA/DR event to be the precursor to a larger JTF HQ element, or another organizational element like the United Nations (UN). This may require a much smaller staff and C2 footprint.

1010. <u>ORGANIZATION</u>

1. JTFs may take many forms and sizes as they are employed across the Range of Military Operations (ROMO). The specific organization, staffing, and command relationships will vary based on the mission assigned, the environment within which operations must be conducted, the makeup of existing and potential adversaries or nature of the crisis (e.g., flood, earthquake), and the time available to achieve the end state. For specific guidance for organizing and staffing a JTF and for information and guidance concerning the various components and subordinate task forces that may comprise a JTF, refer to Chapter II, "Joint Task Force Headquarters Organization and Staffing," and Chapter III, "Joint Task Force Subordinate Commands," contained in reference (cn) for greater detail. Figure L-4 illustrates JTF organizational options.
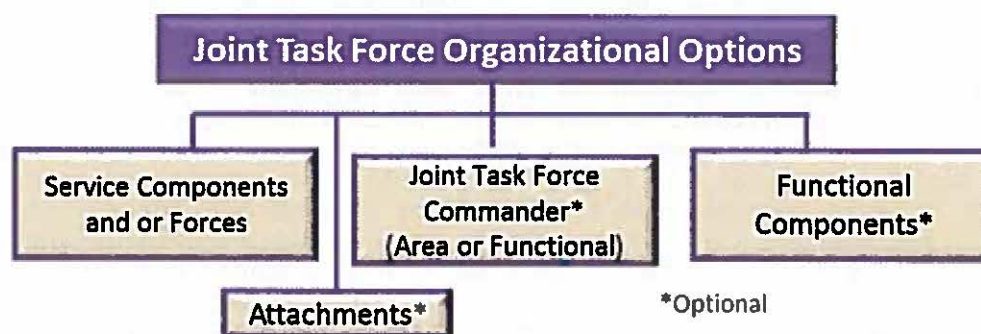


Figure L-4:  JTF Organization Options

2. <u>JTF Staff Directorates</u>

a. <u>Manpower and Personnel (J-1)</u>. The planning for JTF manpower and personnel support requirements must begin early in the planning process and continue through the execution of operations and redeployment. To ensure optimal JTF personnel support, the JTF Manpower and Personnel Directorate (J-1) will be required to synchronize and coordinate personnel support efforts with Service components and functional components.

(1) For background information and guidance on JTF personnel and administration matters, refer to Chapter V, of reference (cn) "Joint Task Force Manpower and Personnel."

(2) A checklist for standing up a JTF J-1 can be found in Annex C to Appendix A of reference (cn).

(3) The 2d MEB JTF-SOP has a specific chapter on Personnel.

(4) Reference (cn) assigns the J-1 responsibility to establish a Joint Personnel Reception Center (JPRC).

b. <u>Intelligence J-2</u>. Intelligence concerns and requirements must be addressed from the earliest stages of JTF planning through the redeployment stage of operations. The CJTF's Priority Intelligence Requirements (PIRs) drive the JTF's intelligence operations. Both Department of Defense (DOD) and non-DOD intelligence agencies and organizations provide assistance to the JTF Intelligence Directorate (J-2) in support of activities and operations

within the JOA. As such, the CJTF may establish a JTF-level intelligence element such as a Joint Intelligence Support Element (JISE) or a Joint Intelligence Operations Center (JIOC), under the direction of the JTF J-2, to manage the JTF intelligence collection, production, and dissemination. The decision as to the type of intelligence element required will be based on the scope and breadth of the mission assigned to the JTF. If the CJTF requires a JIOC, the decision to establish a fully manned JIOC at the JTF-level may require augmentation and should be approved by the CCDR.

      (1) For specific guidance concerning JTF intelligence support, see Chapter VI, of reference (cn) "Joint Task Force Intelligence."

      (2) A checklist for standing up a JTF J-2 can be found in Annex D to Appendix A of reference (cn).

      (3) Reference (co) JTF-SOP has a specific chapter on Intelligence.

    c. Operations J-3. The expeditionary nature of JTF operations requires great flexibility in both planning and execution. The JTF Operations Directorate (J-3) assists the commander in directing and controlling operations, beginning with planning through completion of operations. In this capacity the J-3, in concert with subordinate components, plans, coordinates, and integrates operations. Within the JTF staff, this is accomplished, in part, by working closely with the JTF Plans Directorate (J-5) and the Logistics Directorate (J-4) to ensure the CJTF's intent is captured in planning and implemented in execution. JTF planning and execution typically consider, as supported or supporting activities, integration of actions and activities of the interagency, multinational participants, and Non-Governmental Organizations (NGOs) and Inter-Governmental Organizations (IGOs). The CJTF should establish a Joint Operations Center (JOC) under the direction of the JTF J-3 to manage all operational matters.

      (1) For more details concerning organization and procedures of the JTF J-3 directorate, refer to Chapter VII of reference (cn), "Joint Task Force Operations."

      (2) A checklist for standing up a JTF J-3 can be found in Annex E to Appendix A of reference (cn).

      (3) Reference (co) JTF-SOP has a specific chapter on Operations, Common Operational Picture, and Information Management.

    d. Logistics J-4. The J-4 helps the JFC manage the provision of logistics to the joint force. The ultimate goal is for logistics planners to develop a feasible, supportable, and efficient concept of logistic support and to be able to identify risks to the execution of the Concept of Operations (CONOPS).

      (1) For more details concerning JTF logistic support, including information on forming a Joint Logistics Operations Center (JLOC), refer to Chapter VIII of reference (a) "Joint Task Force Logistics," and JP 4-0, Joint Logistics.

      (2) A checklist for standing up a JTF J-4 can be found in Annex F to Appendix A of reference (cn).

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(3) A checklist for standing up JTF Health Service Support can be found in Annex J to Appendix A of reference (cn).

(4) Reference (co) JTF-SOP has a specific chapter on Logistics, and Surgeon (Medical).

e. **Plans (J-5)**. Before execution, the JTF J-5 develops, updates, reviews, and coordinates joint plans required for successful accomplishment of JTF mission(s). During execution of current operations, the J-5 focuses on future plans, which are typically for the next phase of operations or sequels to the current operation. The J-5 also supports the future operations planning effort, which normally occurs in the J-3. The J-5 typically establishes a Joint Planning Group (JPG) to facilitate integrated planning across the staff. A JPG should include representation from all JTF principal and special staff sections, components, and inter-organizational partners as required. For Homeland Defense (HD) or Defense Support of Civil Authorities (DSCA) operations, the J-5 will typically include National Guard Bureau (NGB) and/or National Guard (NG) Joint Force Headquarters-State (NG JFHQ-State) elements in the JPG.

(1) For more details concerning JTF planning and policy procedures, refer to Chapter IX of reference (cn), "Joint Task Force Plans and Policy."

(2) A checklist for a standing up a JTF J-5 can be found in Annex G to Appendix A of reference (cn).

(3) Reference (co) JTF-SOP has a specific chapter on Planning.

f. **Communications System (J-6)**. The JTF J-6 assists the CJTF in all responsibilities for communications infrastructure, communications-computer networking, communications electronics, information assurance, tactical communications, and interoperability. This includes development and integration of communications system architecture and plans that support the commands operational and strategic requirements, as well as policy and guidance for implementation and integration of interoperable communications system support to exercise command in the execution of the mission. The JTF J-6 may need to use reach-back to the J-6 at the Combatant Command (CCMD) level to accomplish accreditation of communication systems. The JTF communications system should support an overall JTF operational requirement and an organizational design that encourages timely, effective, and accurate flow of information and guidance within the joint force and with inter-organizational partners. The system must effectively link all higher, supporting, and subordinate organizations. It should also provide a rapid, reliable, secure flow of data to ensure continuous information exchange throughout the JTF from the earliest stages of planning through redeployment. Communication limitations influence all planning efforts; therefore, it is imperative that communication planners are integral members of the JPG and appropriately integrated throughout the staff.

(1) Specific guidance for JTF communications support is located in Chapter X of reference (cn), "Joint Task Force Communications."

(2) A checklist for standing up a JTF J-6 can be found in Annex H to Appendix A of reference (cn).

(3) Reference (co) JTF-SOP has a specific chapter on Communications.

g. <u>Comptroller (J-8)</u>. In accordance with reference (cn), the JTF comptroller normally is part of the commander, joint task force's (CJTF's) personal or special staff. The CJTF may designate a component commander's comptroller or finance officer to also serve as the JTF comptroller. The JTF comptroller, as well as the supported combatant command comptroller, must be involved early in the planning process to clearly define FM requirements. Although the component commanders have the primary responsibility for providing resources, the JTF comptroller is responsible for integrating JTF-wide RM and finance support policy planning and execution efforts. The JFC may designate a component commander's comptroller or finance staff officer to also serve as the JTF comptroller. Reference (co) JTF-SOP has a specific chapter on comptroller.

h. <u>Civil-Military Operations (J-9)</u>. Civil military operations are assigned under the J-3 in reference (co), but can be organized as a separate directorate. Civil military operations are explained as activities of a commander performed by designated civil affairs (CA) or other military forces that establish, maintain, influence, or exploit relations between military forces, IPI, by directly supporting the attainment of objectives relating to the reestablishment or maintenance of stability within a region or HN. CMO may include military forces conducting activities and functions of the local, regional, or national government. These activities may occur prior to, during, or subsequent to other military actions. They may also occur, if directed, in the absence of other military operations. CMO may be performed by designated CA forces, other military forces, or by a combination of CA and other forces. CMO are conducted across the range of military operations. Reference (co) details task and responsibilities of civil military operations.

i. Special Staff

(1) Reference (cn) assigns the Public Affairs Officer responsibility to establish a Media Operations Center (MOC).

(2) Reference (cn) assigns the Chief of Staff responsibility to establish a Joint Visitors Bureau.

(3) Reference (co) outlines possible positions and special staff directorates as required by the JTF Commander to include but not limited to: Chaplain, Surgeon, Provost Marshal, Staff Judge Advocate, and Inspector General.

1011. <u>INTER-ORGANIZATIONAL AND MULTI-NATIONAL CONSIDERATIONS</u>

1. Within the context of crisis response events, some missions will have Department of State as the supported "command" for the JTF. It is important for the MEB to understand and consider inter-organizational caveats. The term inter-organizational coordination refers to the interaction that occurs among elements of DOD; engaged United States Government (USG) departments and agencies; state, territorial, local, and tribal agencies; foreign military forces and government departments and agencies; IGOs; NGOs; and the private sector. This interaction is especially pronounced for operations that are governed by different authorities and have considerably different USG governing structures and stakeholders. The CJTF, joint force staff, and components may operate with many inter-organizational partners throughout the course of a single operation. The wide variety of these potential partners

can be grouped in three general categories: interagency partners, multinational partners, and all other potential partners. The nature of interaction and considerations (type, authorities, protocols, etc.) vary with each potential partner.

2. <u>Interagency Considerations</u>. This area of interaction pertains to USG departments and agencies, including DOD. These departments and agencies represent the US diplomatic, informational, military, and economic instruments of national power and other supporting USG capabilities. Effective and efficient interaction and collaboration among these agencies is essential with respect to the necessity for unified action to achieve USG unity of effort. The Joint Interagency Coordination Group (JIACG) and the Interagency Management System (IMS) are two initiatives that can help the CJTF and staff coordinate effectively with other USG departments and agencies.

3. <u>Multinational Considerations</u>. Within the context of NEO and HA/DR, the JTF at a minimum will have to coordinate and may eventually incorporate partner nations within a multinational crisis response event. These operations, which could occur in a formal multinational alliance or a less formal coalition, could span the ROMO and require coordination with a variety of other inter-organizational partners. Much of joint doctrine's information and guidance on unified action and joint operations applies to multinational operations. Commanders and staffs must account for differences in partners' laws, doctrine, organization, weapons, equipment, terminology, culture, politics, religion, and language. Multinational considerations also include international law, agreements, and arrangements in place or required to protect the sovereign interests of national territories that JTF forces must cross, particularly if affected nations do not participate in JTF operations. Multinational operations may complicate traditional U.S. unilateral planning and decision making and require additional procedures to properly address a host of issues such as information sharing, communication systems, intelligence, and personnel matters. In any event, the JTF needs to ensure it has the ability to provide and accept Liaison personnel. This will have an impact on Foreign Disclosure (FD) and information sharing, and needs to be identified and rectified in an expedient manner in a crisis response event.

4. <u>Command Relationships</u>. Within the US chain of command, JTF commanders command joint US forces and prepare joint plans and orders in response to tasking from their chain of command. Since nations that participate in multinational operations rarely, if ever, relinquish national command of their forces, US joint forces in a multinational operation will always have at least two distinct chains of command: a national chain of command, and a multinational chain of command. The MNF commander's command authority is normally negotiated between the participating nations and can vary from nation to nation. This authority typically is limited to Operational Control (OPCON), TACON, designated support relationships, or coordinating authority. Important considerations for making this decision include mission, size of the proposed U.S. force, risks involved, anticipated duration, and ROEs. Regardless of the command relationships, the U.S. commander coordinates joint operation planning with multinational planning in the interest of unified action. For more details on JTF Command and Control, refer to Chapter IV, of reference (cp) JP 3-16, Multinational Operations.

1012. CHECKLISTS FOR TRANSITION TO PERMANENT OPERATIONS AND PLANNING.

Checklists are provided for each JTF Directorate in order to ensure a smooth transition to permanent operations. While these checklists are provided for permanent operations, their function is also applicable for planning of short term JTF operations. Table L-6 provides their locations within reference (cn).

Table L-6: Transition to Permanent Operations Checklists

| Checklist Name | JP-3.33 Location |
|---|---|
| Transition to Permanent Operations Checklist | A-A-1 |
| Liaison Personnel Checklist | A-B-1 |
| Joint Task Force J-1 Checklist | A-C-1 |
| Joint Task Force J-2 Checklist | A-D-1 |
| Joint Task Force J-3 Checklist | A-E-1 |
| Joint Task Force J-4 Checklist | A-F-1 |
| Joint Task Force J-5 Checklist | A-G-1 |
| Joint Task Force J-6 Checklist | A-H-1 |
| Health Service Support Checklist | A-J-1 |
| Inspector General Checklist | A-K-1 |
| Information Management Checklist | A-L-1 |
| Transition of a JTF Into A Multinational Force Or Follow-On Multinational Force | A-M-1 |

Annex L – TRANSITION FROM MEB TO MEF
(PLACE HOLDER: PENDING REWRITE)