

## Section VI. Task Organizations

Logistic and CSS organizations, units, and sections within larger organizations are either permanently organized or task-organized. Task-organizing is basic to the concept of the MAGTF. It is the process by which commanders organize the forces under their command to meet the requirements of the mission. MAGTFs have a wide range of capabilities that are further enhanced by task-organizing. This gives commanders the ability to respond to different types and intensities of contingency situations. Task organizations are used in garrison at the operational and tactical levels to provide support at widely separated locations.

### 2601. Combat Service Support Organizations

The FSSG commanders form temporary task organizations when existing organizations and command relationships are inadequate for a particular situation. Task-organizing allows FSSG commanders to tailor their forces to provide the specific type and scope of logistic support required by the supported unit, the mission, and the tactical situation. The decision to task-organize is based on the priorities of the MAGTF commander and those of the supported organizations. The FSSG commander may assign personnel and units missions in support of another commander or may coordinate with the MAGTF commander to attach the units to another organization.

#### a. Combat Service Support Group

A combat service support group (CSSG) is a task organization of CSS assets, similar in size and capability to a BSSG. A CSSG is formed to provide CSS to a large GCE task force, reinforce regiment, or composite MAG conducting independent operations or geographically separated from the MEF. A CSSG is capable of task-organizing subordinate CSSDs. Currently 1st FSSG has CSSG-1

established to support 7th Marines (Rein) at Twentynine Palms, California and 3d FSSG has CSSG-3 established to support 3d Marines (Rein) and the Aviation Support Element at Kaneohe Bay, Hawaii.

#### b. Combat Service Support Detachment

A CSSD is a separate task organization of combat service support assets formed for the purpose of providing rearming, refueling, and/or repairing capabilities to the MAGTF or designated subordinate elements (e.g., a battalion conducting independent operations or an aircraft squadron operating at a remote airfield). Normally, the combat service support element provides the CSSD command element.

Establishing CSSDs enables a CSS commander to provide logistic support to a wide array of supported units. Each CSSD can be tailored to meet the specific logistic requirements of supported units across the MAGTF. When formed, CSSDs are assigned numeric designators based on the following sequence:

- ┆ 1st FSSG: 11-19 and 51-59.
- ┆ 2d FSSG: 21-29 and 61-69.
- ┆ 3d FSSG: 31-39 and 71-79.
- ┆ 4th FSSG: 41-49 and 81-89.

#### c. Combat Service Support Operations Center

The combat service support operations center (CSSOC) is the CSSE commander's agency to control and coordinate the day-to-day operations of the organization. The CSSOC focuses on meeting the needs of supported units. During combat operations, FSSGs, MSSGs, and CSSDs operate CSSOCs 24 hours a day to monitor and record the status of CSS operations. The CSSOC is discussed further in chapter 3.

## 2602. Movement Control Organizations

At the direction of COMMARFOR, the MEF activates a series of movement control agencies, both at the operational and tactical levels. These organizations help the MAGTF commander move forces to deploy and/or redeploy. These movement control organizations function in the same manner during both peacetime and periods of conflict.

These organizations are staffed and equipped by permanent units. For smaller MAGTFs, movement control organizations may be no more than one or two individuals in the S-4. Subordinate movement control organizations at the battalion, squadron, regiment, and air group levels may function temporarily while their organizations are moving. See chapter 3 for a comprehensive discussion of the command and control of movement control operations.

### a. Force Movement Control Center

The force movement control center (FMCC) provides the MEF commander with the ability to control and coordinate all deployment activities. The FMCC coordinates with the U.S. Transportation Command (USTRANSCOM) and the transportation operating components regarding transportation requirements, priorities, and allocations. The operating components are the Military Sealift Command (MSC), Air Mobility Command (AMC), and Military Traffic Management Command (MTMC).

The FMCC directs the deployment support activities of the division, MAW, FSSG, and deploying MAGTFs and units and/or detachments. It also coordinates with supporting organizations and/or commands to meet the deploying MAGTF commander's priorities. Normally, the FMCC includes both operation and logistic representation, but the actual structure of the FMCC is determined by the size and complexity of the MAGTF deployment. Movement control throughout the MEF commander's assigned battlespace is a major consideration for planning and executing the

single battle. The MEF commander may therefore direct the FSSG commander to develop and execute the MEF movement control plan. The FSSG commander uses the logistic movement control center (LMCC) to accomplish these tasks.

### b. Logistic Movement Control Center

The principle focus of the LMCC is to allocate, schedule, and coordinate ground transportation requirements based on the MEF commander's priorities. It requires significant augmentation to exercise command, control, and enforcement over movement control. The LMCC supports the planning and execution of MAGTF movements and reports directly to the FMCC. The LMCC may be augmented by base, station, host nation, or other organizations. Separate LMCCs support units or elements moving from separate geographic areas.

Following the MAGTF movement schedule when activated, the LMCC controls and coordinates all equipment augmentation, Marine Corps and commercial transportation, movement scheduling, materials handling equipment, and other movement support from origin to ports of embarkation. In addition, it coordinates activities with base and station operations support groups and directs the efforts of the DACGs and AACGs, port operations groups, beach operations groups, and unit movement control centers.

### c. Unit Movement Control Center

Every deploying unit down to battalion, squadron, and company level activates a unit movement control center (UMCC). UMCCs may consist of a single individual. The UMCC—

- 1 Ensures that units are prepared for embarkation.
- 1 Directs marshaling.
- 1 Coordinates assets.
- 1 Identifies additional support requirements.
- 1 Coordinates the movement of forces to aerial ports of embarkation (APOEs) and surface ports of embarkation (SPOEs), as directed by the LMCC.

### **d. Departure Airfield Control Group and Arrival Airfield Control Group**

The AACGs and DACGs are formed from the FSSG support battalion and respond to LFSP or LMCC direction.

A DACG is responsible for receiving deploying equipment from units at the APOE and for coordinating with the Air Force airlift control element. DACGs ensure that cargo and personnel are properly prepared for air shipment and positioned at the ready line.

AACGs operate in the aerial port of debarkation (APOD). They ensure that cargo and personnel are properly unloaded from aircraft and pass through the APOD.

## **2603. Maritime Prepositioning Force Organizations**

The arrival of the MPF and its assembly into a fighting force are critical operational concerns of the MEF in general and the FSSG in particular. The MEF forms a number of temporary organizations whose purpose is to transform the cargo and personnel of an MPF into a viable combat force.

### **a. Survey, Liaison, and Reconnaissance Party**

The survey, liaison, and reconnaissance party (SLRP) is a self-sustaining task organization formed from the MAGTF and Navy support element (NSE). It conducts reconnaissance, establishes liaison with in-theater authorities, and initiates preparations for the arrival of the main body of the fly-in echelon and the maritime prepositioning ships squadron. The SLRP normally deploys to the arrival and assembly area (AAA) under MAGTF cognizance.

### **b. Offload Preparation Party**

The offload preparation party (OPP) is a temporary task organization that consists of maintenance technicians, embarkation specialists, and

equipment operators drawn from all elements of the MAGTF and the NSE. It prepares equipment on board the maritime prepositioning ships (MPS) for debarkation in the AAA. The OPP can join the MPS before sailing, during transit, or on arrival in the AAA. Ideally, the OPP boards the MPS 96 hours before arrival in the AAA.

### **c. Arrival and Assembly Operations Group**

The arrival and assembly operations group (AAOG) is a temporary task organization that controls and coordinates the arrival and assembly operations of maritime prepositioning forces. Normally, the AAOG deploys as an element of the advance party and initiates operations at the arrival airfield. The AAOG is formed from elements of the MAGTF and liaison personnel from the NSE during an MPF operation. The AAOG controls the following four subordinate through-put organizations:

- 1 POG is responsible for preparing the port prior to arrival of the MPS and for the throughput of equipment and supplies as they are offloaded from the ships.
- 1 Beach operations group (BOG) organizes and develops the beach area as necessary to support the offload and throughput of equipment and supplies.
- 1 AACG is responsible for the control and coordination of the offload of airlifted units and equipment at the airfield.
- 1 Movement control center (MCC) plans, schedules, routes, and controls the movement of personnel, equipment, and supplies from the port, beach, or airfields to the unit assembly areas.

## **2604. Amphibious Ship-to-Shore Movement Organizations**

### **a. Navy Control Organization**

The Navy is responsible for control of the ship-to-shore movement of both waterborne and helicopterborne assault forces. The structure of the Navy control organization varies depending on the

scope of the operation and number and type of beaches and helicopter landing zones (HLZs). The TACLOG is the Marine agency for advising and assisting the Navy control organization regarding landing force requirements during the ship-to-shore movement.

**(1) Control for Waterborne Movement.** The following officers are responsible for controlling waterborne ship-to-shore movements:

- ┆ **Central Control Officer.** Normally aboard the ATF flagship, the central control officer directs the movement of all scheduled waves. After scheduled waves have landed, the central control officer continues to coordinate movement to and from the beach until unloading is complete. The central control ship is normally some distance seaward of the line of departure.
- ┆ **Primary Control Officer.** The senior Navy commander appoints a primary control officer for each transport organization that lands a regimental landing team across a colored beach or a geographically separated beach. From aboard the primary control ship, this officer directs movement to and from a colored beach. The primary control ship is usually near the line of departure.

**(2) Control for the Helicopterborne Movement.** The senior Navy commander, through the tactical air officer, controls helicopters during the ship-to-shore movement. Control agencies include the tactical air control center (TACC) and HDCs. These agencies control helicopters to meet both tactical and logistic requirements. They also coordinate the movement of helicopters with other aircraft movement. The helicopter control system must be flexible and responsive to the requirements of the tactical situation. See NWP 3-02.1/FMFM 1-8; FMFM 5-40, *Offensive Air Support*; and MCWP 3-24, *Assault Support*.

## **b. Landing Force Control Organization**

The landing force control organization interfaces with the Navy control organization to keep it apprised of landing force requirements and priorities

as well as to advise on transportation methods and phasing of serials. Although the exact structure of the landing force control organization varies, it is usually composed of the landing force operations center, landing force support party, and tactical-logistical group.

**(1) Landing Force Operations Center.** During the initial phases of the amphibious operation, the landing force operations center (LFOC) is the MAGTF commander's command post afloat. Normally, the LFOC is located in the vicinity of ATF's combat information center. The LFOC maintains communications with the LFSP elements and with the landing force TACLOG, which functions as the landing force liaison with the Navy control organization through the central control officer. From the LFOC, the MAGTF commander—

- ┆ Monitors the progress of the ship-to-shore movement and operations ashore.
- ┆ Controls assigned assault units.
- ┆ Communicates with subordinate commanders.

**(2) Landing Force Support Party.** The ship-to-shore movement is a complex evolution that generates intensive activity under combat conditions. The LFSP is a temporary landing force organization composed of Navy and landing force elements tasked to provide initial combat support and CSS to the landing force during the ship-to-shore movement. Its mission is to support the landing and movement of troops, equipment, and supplies across the beaches and into HLZs. The LFSP facilitates the smooth execution of the landing plan. It is specifically task-organized to facilitate a rapid buildup of combat power ashore by ensuring an organized and uniform flow of personnel, equipment, and supplies over the beach in support of the landing force scheme of maneuver.

**(3) Tactical-Logistical Group.** At the landing force level, the TACLOG is composed of representatives from the MAGTF G-3/S-3 and G-4/S-4. The TACLOG advises the Navy control organization of the ship-to-shore movement requirements to meet the tactical requirements ashore and to

assist in identifying support resources. To provide this advice, the TACLOG—

- ┆ Keeps abreast of which serials have landed.
- ┆ Monitors the command, tactics, and logistical nets to anticipate requirements ashore for serials.
- ┆ Provides the central control officer with advice on the priority of landing additional serials.
- ┆ Recommends modes of transportation for serials, when appropriate.

The TACLOGs subordinate to the landing force TACLOG are established by each subordinate commander in the landing force. A subordinate TACLOG may also be established aboard the helicopter transport group commander's ship to provide liaison for the helicopterborne force. These subordinate TACLOGs coordinate duties between the Navy control organization, the landing force, and the landing force TACLOG.

### c. Naval Beach Group

The naval beach group is “a permanently organized naval command within an amphibious force comprised of a commander and staff, a beachmasters unit, an amphibious construction battalion, and an assault craft unit, designed to provide an administrative group from which required naval tactical components may be made available to the attack force commander and to the amphibious landing force commander to support the landing of one division (reinforced).” (JP 1-02)

This group task-organizes beach party teams and/or groups for specific tasks. It can make limited beach improvements to help in the landing and the evacuation of casualties and EPWs. For additional information on the naval beach group, refer to NWP 3-02.14 and JP 3-02, *Joint Doctrine for*

*Amphibious Operations*. The naval beach group is an administrative organization that provides—

- ┆ A beach party.
- ┆ Pontoon causeway teams.
- ┆ Self-propelled pontoon barges.
- ┆ Elements for lighterage or transfer line operations.
- ┆ Warping tug teams for tending causeways and salvage.
- ┆ Ship-to-shore bulk fuel elements.
- ┆ Underwater wire communications from the primary control ship to the beach.

### d. Other Navy Landing Support Assets

**(1) Medical Regulating Center.** The medical regulating center remains up to date on all medical capabilities. It coordinates the efforts of the medical regulating section, which maintains an up-to-date listing of the medical capabilities of ships in the objective area and advises the HDC and/or primary control officer on the status of CRTSs. For further information, refer to MCWP 4-11.1.

**(2) Navy Cargo Handling and Port Group.** The Navy cargo handling and port group supervises the planning for and unloading of MSC or MSC-chartered ships used in amphibious operations. Additional information is available in JP 3-02.2, NWP 3-02.3/FMFM 1-5, *Maritime Prepositioning Force (MPF) Operations*, and NWP 3-02.1/FMFM 1-8.

**(3) Sea-Air-Land Teams.** Sea-air-land (SEAL) teams clear obstacles from the beach. The SEAL team serves as the hydrographic section of the beach party. If it is assigned with the advance force early in the operation, it reports to the beach party commander for direction.

## Section VII. Logistic Staff Responsibilities

The logistics staff officer (J-4/G-4/S-4) is the commander’s principal assistant for logistics and the focal point for policy formation and overall logistic coordination within the organization and between the organization and supported and/or supporting commands. Logistic officers coordinate logistic planning and operations. These officers also initiate and maintain continuous liaison

with other organizational elements, higher headquarters, other Services, and allied forces throughout the planning and execution of military operations.

This section identifies and discusses the duties, responsibilities, and functions of principal logistic staff officers, both internal and external to the MAGTF. See tables 2-1 and 2-2, on page 2-24.

**Table 2-1. Officers Responsible for CE, ACE, GCE, and CSSE Logistics.**

General Staff	Chief of Staff	Manpower or Personnel Staff Officer	Operations Staff Officer	Logistics Staff Officer	Aviation Logistics Officer	Comptroller
special staff officer (logistics)	provost marshal staff judge advocate chaplain	adjutant personnel officer morale, welfare, and recreation officer postal officer disbursing officer legal officer	civil affairs officer CSSE - ground supply support coordinator - ground maintenance support coordinator - transportation support coordinator - engineer support coordinator - medical support officer - dental support officer - support officers for services functions	ground supply officer aviation supply officer fiscal officer maintenance management (ground equipment) officer ordnance officer aviation ordnance officer engineer airfield services officer motor transport officer strategic mobility officer embarkation officer surgeon (medical) dental officer food services officer	aviation supply officer aviation maintenance officer aviation ordnance officer avionics officer	disbursing officer fiscal officer USN budget and accounting officer USMC budget and accounting officer

1. Individual commands may vary based on the commander’s preference and/or availability of personnel.
2. Normally, staff structure at lower levels parallels staff structure at the element level.
3. Aviation logistics, supply, maintenance, ordnance, and avionics officers are unique to ACE and MAW headquarters. In ACEs based on a single aircraft group or composite squadron, these posts are normally assumed as additional duties by the commanding officer of the assigned host MALS and the squadron or detachment staff.
4. The staff judge advocate and the legal officer coordinate legal functions within the command and between the command and the CSSE legal services support section.
5. If the command does not have a comptroller the disbursing officer or fiscal officer assumes the comptroller’s duties.
6. In the CSSE, the G-3/S-3, through functional-area support officers, is responsible for ground CSS operations in support of the MAGTF. The CSSE G-3/S-3 normally does not supersede the cognizant staff officers (e.g., G-1/S-1, G-4/S-4, etc.) for internal support of the CSSE.
7. The aviation ordnance officer and strategic mobility officer are assigned to MEF common equipment facilities.
8. The supply officer, under the cognizance of the G-4/S-4, may also be designated as the fiscal officer.
9. The USMC and USN budget and accounting officers are unique to the ACE.

**Table 2-2. CE, ACE, GCE, and CSSE Tactical-Level Logistic Responsibilities.**

General Staff	Chief of Staff	Manpower or Personnel Staff Officer	Operations Staff Officer	Logistics Staff Officer	Aviation Logistics Officer	Command, Control, Communications, and Computers Systems Officer	Comptroller
supply				ground supply (aviation supply)	aviation supply		
maintenance				ground maintenance	aviation maintenance		
transportation				transportation			
general engineering				general engineering			
health services				health services			
Services							
CSS services	security legal	disbursing postal exchange legal graves registration	civil affairs CSSE - disbursing - postal - exchange - security - legal services - graves registration				
command services	religious ministries	band personnel administration morale, welfare, and recreation		financial management billeting messing		communications and information services	financial management

1. Individual commands may vary based on the commander's preference and/or availability of personnel.
2. Normally, staff structure at lower levels parallels staff structure at the element level. However, at lower levels special staff responsibilities may be assigned as additional duties rather than as primary duties.
3. The aviation logistics officer is unique to ACE and MAW headquarters. In ACEs based on a single aircraft group or composite squadron, this posts is normally assumed as additional duties by the commanding officer of the assigned host MALS and the squadron or detachment staff.
4. The staff judge advocate and the legal officer coordinate legal functions within the command and between the command and the CSSE legal services support section.
5. In the CSSE, the G-3/S-3, through functional-area support officers, is responsible for ground CSS operations in support of the MAGTF. The CSSE G-3/S-3 normally does not supersede the cognizant staff officers (e.g., G-1/S-1, G-4/S-4, etc.) for internal support of the CSSE.
6. At a MEF common equipment facility, the logistics officer is responsible for aviation supply.
7. The logistics officer is responsible for financial management if the command does not have a comptroller.
8. The supply officer, under the cognizance of the G-4/S-4, may also be designated the fiscal officer.

### 2701. Joint Task Force

Normally, MAGTFs operate as part of a joint or combined task force. A MEF may serve as the nucleus

for such a task force, especially when a MEU is already in theater as the result of forward deployment. In such cases, the Marine Corps Service component commander may be tasked to

provide the JTF headquarters nucleus; the MEU would become the initial logistic capability on site. The JTF commander requires direct connectivity with the commander in chief (CINC) and with the entire JTF. Work with non-Department of Defense, international and local agencies, as well as all components of the JTF requires enhanced C2, liaison, and support for logistics. The MAGTF G-4/S-4 may become the J-4 for the JTF and perform the following functions:

- 1 Formulate logistic plans.
- 1 Coordinate and supervise—
  - Supply.
  - Maintenance.
  - Repair.
  - Evacuation.
  - Transportation.
  - Engineering.
  - Salvage.
  - Procurement.
  - Health services.
  - Mortuary affairs.
  - Communications systems.
  - Host nation support.
  - Other related logistic activities.
- 1 Understand the established policies of the other military Services operating as part of the JTF.
- 1 Advise the commander of the logistical support that can be provided for proposed courses of action (COAs).
- 1 Formulate policies to ensure effective logistic support for all forces in the command.
- 1 Coordinate the execution of the commander's policies and guidance.
- 1 Establish an MLSE to coordinate multinational logistic operations.

## 2702. Marine Forces

When conducting sustained operations ashore, Marine forces are usually part of a joint or combined force, and the COMMARFOR is subordinate to the JFC. The MAGTF commander may serve as COMMARFOR and must comply with

operational direction from the JFC. The COMMARFOR must be capable of coordinating combat, combat support, and CSS activity with adjacent units from other Services and allied nations as well as exercising operational control over assigned forces. Consequently, the MAGTF G-4/S-4 must be able to execute operational logistic functions. The COMMARFOR G-4 is responsible for the following functions:

- 1 Advising the commander and operations staff officer (G-3) on the support required to sustain campaigns and major operations.
- 1 Identifying requirements and coordinating the distribution of resources with the strategic base.
- 1 Anticipating tactical logistic requirements.
- 1 Maximizing the overall effect of support so that the deployment and employment of the force are balanced.
- 1 Planning and supervising the establishment and operation of intermediate and forward support bases. Supervising the reception, staging, onward movement, and integration of Marines reaching the theater.
- 1 Coordinating with joint, other Service, and host nation agencies for logistic support.
- 1 Planning and supervising the reconstitution and redeployment of the MAGTF for follow-on missions.

## 2703. Marine Air-Ground Task Force

The MAGTF G-4/S-4 is responsible for the following functions:

- 1 Advising the commander and the G-3/S-3 on the readiness status of major equipment and weapons systems.
- 1 Developing policies and identifying requirements, priorities, and allocations for logistic support.
- 1 Integrating organic logistic operations with logistic support from external commands or agencies.

- 1 Coordinating and preparing the logistic and CSS portions of plans and orders.
- 1 Supervising the execution of the commander's orders regarding logistics and CSS.
- 1 Ensuring that the logistic support concept supports the overall concept of operations and the scheme of maneuver by identifying and resolving support deficiencies.
- 1 Collating the support requirements of subordinate organizations by identifying the support requirements that can be satisfied with organic resources and passing unsatisfied requirements to the appropriate higher and/or external command.
- 1 Supervising some command services, such as messing and, as directed, billeting and financial management functions.
- 1 Coordinating with the amphibious task force (ATF) N-4 and the MAGTF G-4/S-4 for aviation-peculiar support under the ACE G-4/S-4 cognizance.

## 2704. Combat Service Support Organization

The ground-common or aviation-peculiar logistic support CSS organization G-3/S-3 coordinates with supported organizations for their support requirements. The G-3/S-3 is responsible for—

- 1 Coordinating with both the G-3/S-3 and G-4/S-4 of the supported organizations to identify support requirements and to develop estimates of supportability for their concepts of operations.
  - 1 Recommending the task organization of supporting CSSDs based on guidance from higher headquarters, the concepts of operation, and schemes of maneuver of the supported organizations.
- 1 Coordinating and supervising execution of the command's logistic support operations and providing liaison elements to the supported commands. (The CSSE is the primary agency for nonaviation-peculiar logistic support operations in the MAGTF and the ACE is responsible for aviation-peculiar support.)
  - 1 Coordinating with the G-3/S-3 of the supported organizations during the development of their concepts of operations and schemes of maneuver to ensure that they are supportable.

## 2705. Aviation Logistics Department and Marine Aviation Logistics Squadron

The assistant chief of staff of the aviation logistics department (ALD) and the commanding officer of the MALS optimize aircraft readiness by coordinating intermediate and depot-level maintenance, ordnance, supply, and avionics support for operational squadrons. They perform the following functions:

- 1 Determine aircraft-specific logistic support requirements, assign priorities, and allocate logistic resources for the ACE; develop the level of support with Navy activities when resources are to be provided by the Navy.
- 1 Integrate the capabilities of the ACE logistic support organizations with the MAGTF G-3/S-3/G-4/S-4, the CSSE G-3/S-3, and the ACE G-3/S-3/G-4/S-4.
- 1 Coordinate aviation-peculiar support with the ATF N-4 and the MAGTF G-4/S-4.
- 1 Prepare and supervise applicable portions of the ACE operation order (OPORD) and/or operation plan (OPLAN) relating to logistic functions.

## Chapter 4

# Planning

This chapter describes the planning process and planning products for tactical logistics. In addition, it identifies key factors in each tactical logistic functional area for consideration to help ensure thorough and effective planning. Planning for tactical logistic is concurrent with the larger planning process that prepares the MAGTF for operations.

### 4001. Logistic Planning Concepts

The following basic concepts govern the planning of tactical logistics:

- | Logistic planning should be concurrent with operations planning.
- | Combat and combat support units should exploit their organic logistic capabilities before requesting assistance from combat service support sources.
- | The impetus of logistics is from the rear, directly to the using unit.
- | The logistic system must be responsive, effective, and efficient.

### 4002. Planning for Expeditionary Operations

Logistic self-sufficiency is a primary consideration when planning expeditionary operations because MAGTFs are organized to conduct operations in austere environments. Marine forces and MAGTF commanders provide the operational logistic capabilities necessary for conducting expeditionary operations, while tactical logistics are provided by MAGTF commanders and their subordinates. This expeditionary or temporary opera-

tions support will be withdrawn after the mission is accomplished. These missions may include—

- | Providing humanitarian assistance.
- | Establishing and keeping peace.
- | Protecting U.S. citizens.
- | Countering an act of aggression.
- | Defeating an enemy in combat.

#### a. Phases of Action

Expeditionary operations involve five broad phases of action which have strategic, operational, and tactical considerations. See Marine Corps Doctrinal Publication (MCDP) 3, *Expeditionary Operations*, for additional information.

**(1) Deployment.** Deployment is the movement of forces to the area of operations. Deployment is initially a function of strategic mobility. Operational-level movement in theater completes deployment as forces are concentrated for tactical employment. Deployment support permits the MAGTF commanders to marshal, stage, embark, and deploy their commands. Although deployment is a strategic and operational-level concern, tactical-level CSS units (e.g., FSSG) may be required to assist the deployment.

**(2) Entry.** Entry is the introduction of forces onto foreign soil. Normally, entry is accomplished by sea or air, although in some cases forces may be introduced by ground movement from an expeditionary base in an adjacent country. Logistic capabilities are used in the entry phase to develop entry points (e.g., an airfield or port, an assailable coastline, a drop zone, an accessible frontier).

**(3) Enabling Actions.** These actions are preparatory actions taken by the expeditionary force to facilitate the eventual accomplishment of the mission. Enabling actions may include seizing a port, airfield, or other lodgment for the introduction of

follow-on forces and the establishment of necessary logistic and support capabilities. In case of disaster or disruption, enabling actions may involve the initial restoration of order and stability. In open conflict, enabling actions may involve delaying an enemy advance, attacking certain enemy capabilities, or capturing key terrain that is necessary for the conduct of decisive actions.

**(4) Decisive Actions.** These actions are intended to create the conditions that will accomplish the mission. In disasters, decisive actions may include relief operations. In disruptions, they often include peacemaking and peacekeeping until local government control can be reestablished. In conflict, they usually involve military defeat of the adversary. Logistic organizations provide support across the spectrum of decisive actions.

**(5) Departure or Transition.** Because expeditions are by definition temporary, all expeditionary operations involve a departure of the expeditionary force or a transition to a permanent presence of some sort. Departure is not as simple as the tactical withdrawal of the expeditionary forces from the scene. It requires withdrawing the force in a way that maintains the desired situation while preserving the combat capabilities of the force. For example, care must be taken to reload the ships of an MPF or MEU to restore their sustainment capabilities because either force may be instantly ordered to undertake another expeditionary operation.

## **b. Forward-Deployed Logistic Capabilities**

The Marine Corps maintains a war reserve program that allows MAGTFs to sustain themselves for a significant period of time during combat operations. Sustainment gives the MAGTFs the required endurance until theater-level supply is established. Sustainment resources that are forward deployed with MAGTFs are augmented and replenished with materiel managed in the war reserve, MPF, and land prepositioning programs. The resulting logistic self-sufficiency is a fundamental, defining characteristic of expeditionary MAGTFs.

**(1) War Materiel Requirement.** Normally, stocks are maintained to ensure that MAGTFs can deploy with sufficient ground-common equipment and supplies to support 60 days of contingency operations. The 60-day level provides reasonable assurance that the force can be self-sustaining until resupply channels are established. The MAGTF ACE can deploy with sufficient aviation-peculiar equipment and supplies for 90 days of contingency operations. Normally, class V(A) ammunition is not computed in the ACE 90-day sustainment figure due to the large lift requirement associated with class V(A).

**(2) Maritime Prepositioning Force.** The MPF is the combination of prepositioned materiel and airlifted elements with a sustainment capability of 30 days. Smaller MAGTFs may be sustained ashore for more or less time depending on the size of the force, the number of MPS in support of that force, and other variables such as inclusion of an aviation logistics support ship (TAVB).

**(3) Land Prepositioned Programs.** The Norway airlanded Marine expeditionary brigade (NALM) is the Marine Corps' only land prepositioned program. Agreements between the United States and Norway established the prepositioned NALM stocks which are used for regional contingencies. These stocks are maintained at the same levels as the MPF levels.

## **c. Marine Expeditionary Planning Organization**

The plans and future operations sections prepare plans using the Marine Corps Planning Process (MCP). See MCWP 5-1, *Marine Corps Planning Process*, for more detail. Future and current operations sections oversee the execution of those plans. Subordinate elements and smaller MAGTFs conduct the same planning, however, their greater focus on the current battle and smaller size may dictate modifications to the staff organization.

**(1) Plans Section.** Under the staff cognizance of the G-5, the plans section—

- | Provides a link between higher headquarters planning sections and future operations section.
- | Focuses on deliberate planning and follow-on phases of a campaign or operation.
- | Develops branch plans and sequels.

**(2) Future Operations Section.** Under the cognizance of the G-3/S-3, the future operations section—

- | Coordinates with the plans section and current operations sections to ensure integration of the next battle plan.
- | Interacts with intelligence collection and the targeting process to shape the next battle.
- | Manages the command's PDE&A cycle to match higher headquarters battle rhythms and to create the conditions for the success of current operations.

**(3) Operational Planning Team.** An OPT is a temporary organization formed around the plans or future operations section to conduct integrated planning. While the current operations section manages the execution of current operations, an OPT plans future operations and develops the OPLAN, OPORD, or fragmentary order. The OPT integrates the various staff sections, battlefield function representatives, and subordinate liaisons into the planning process.

**(4) Current Operations Section.** This section receives the OPORD from future operations and executes the OPORD from the combat operations center (COC). Under the cognizance of the G-3/S-3, current operations—

- | Coordinates and executes the current order.
- | Monitors operations of the MAGTF.
- | Prepares fragmentary orders to modify the current OPORD.
- | Assesses shaping actions and the progress toward the commander's decisive actions.
- | Coordinates terrain management.
- | Maintains essential maps and information.
- | Provides plans and future operations with situational awareness.

- | Provides transition officers to future operations.

### 4003. Types of Joint Planning

MAGTF planners must be familiar with JOPES because the Marine Corps continues to operate in a joint or combined environment. As described in JOPES, there are two primary methods of planning joint or combined operations: deliberate and crisis action planning. The distinction between the following methods is important because it reflects significant differences in the amount of time available for MAGTF planning:

- | The deliberate or contingency projection planning process is a cyclic process for the development of OPLANs.
- | Crisis action or time-sensitive planning involves emergencies with possible national security implications.

### 4004. Marine Corps Planning Process

The MCPP is the process operating forces' commanders and their staffs use to provide input to the joint planning process and to plan force organization and employment. Applicable across the range of military operations, the MCPP is designed for use at any echelon of command. It complements joint deliberate and crisis action planning procedures outlined in JOPES and provides Marine commanders with a tool for preparing plans and orders. Logisticians participate in all steps of the MCPP with the representatives of the other warfighting functions, staff sections, subject-matter experts, and command representatives. See MCWP 5-1 for a detailed discussion of the MCPP.

The MCPP establishes procedures for analyzing a mission, developing and analyzing COAs against the threat, comparing friendly COAs against the commander's criteria and each other, selecting a COA, and preparing an OPORD for execution. It

organizes the planning process into six manageable, logical steps. See figure 4-1.

The MCPP provides commanders and their staffs with a means to organize their planning activities and transmit the plan to subordinates and subordinate commands. Through this process, all levels of command begin their planning effort with a common understanding of the mission and commander's guidance. Interactions among various planning steps allow a concurrent, coordinated effort that maintains flexibility, makes efficient use of time available, and facilitates continuous information sharing.

### 4005. Concept of Logistic Support

The concept of logistics and CSS is a broad statement of the essential logistic and CSS tasks involved in supporting the conduct of MAGTF operations. It gives an overall picture of CSS operations and addresses solutions to shortfalls cited in the CSS estimate. In addition, it is the foundation for subsequent development of detailed logistic and CSS plans and orders by the MAGTF elements.

The MAGTF commander's concept for logistics is contained in annex D of the MAGTF OPORD. It provides guidance for subordinate MAGTF elements and information required for coordination with logistic support agencies external to the MAGTF. The MAGTF G-4/S-4 prepares annex D, and subordinate G-4/S-4s conduct the detailed planning needed to accomplish the logistic and CSS tasks promulgated in the OPORD.

### 4006. Planning Elements

The following elements must be addressed in each phase and stage of logistic planning.

#### a. Mission

The MAGTF mission is paramount. The missions of subordinate elements must complement the MAGTF mission and may dictate additional parameters for tactical logistic planning.

#### b. Concept of Operations

Logistic personnel should fully understand the supported commander's concept of operations. This is vital if they are to anticipate the requirements of the supported organizations. Anticipa-

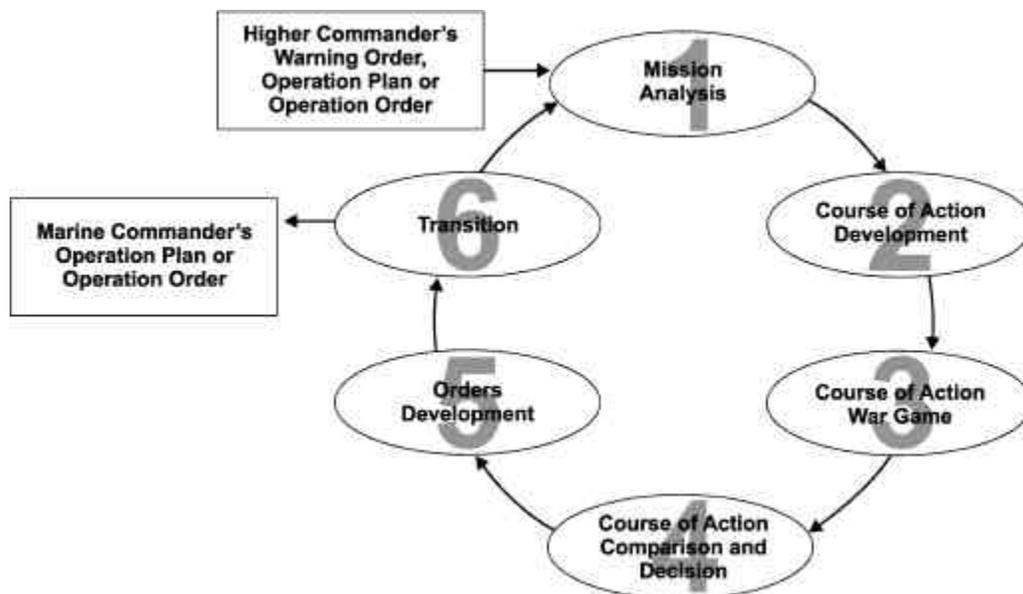


Figure 4-1. The Marine Corps Planning Process.

tion is key to the principles of responsiveness and flexibility.

### **c. Forces**

Available forces and OPLANs dictate logistic requirements. The availability of support from other Services or host nations influences the concept of logistics and CSS. Similarly, enemy capabilities influence the selection of a concept of logistics and CSS in a given situation.

### **d. Theater Characteristics**

Theater characteristics include the distance between the objective area and sources of supply. Also important is the turnaround time for airlift and sealift assets. Local populations and environmental conditions (e.g., facilities, road nets, weather, terrain) also effect support operations.

### **e. Intensity of Operations**

The expected intensity of operations is a key planning factor for quantifying logistic and CSS requirements.

### **f. Timing and Duration**

The anticipated timing and duration of operations influence planning and preparation, as the time available to complete plans or to procure and stage equipment and supplies may be limited.

## **4007. Planning Techniques**

Limited information and limited time are characteristics of MAGTF planning. Upon receipt of the mission, the MAGTF staff reviews existing OPLANs, SOPs, and joint and Marine Corps lessons learned for related information. Staff members compare plans and SOPs to the assigned mission and to available information at each stage of the planning process. Operational planning often begins with a nucleus staff. During the initial phase, the MAGTF should place particular emphasis on the following techniques.

### **a. Flexible Approach**

Planning is a continuous process that requires a flexible approach. Initial estimates are based on assumptions and minimal data. Commanders and staffs must continually evaluate previous decisions and guidance. New information can confirm or invalidate previous assumptions or data.

### **b. Timely Effort**

Logistic planning must begin as early as possible at all levels of command. Early identification of requirements, capabilities, and special considerations accelerates coordination, timely guidance, and essential decisions. As the concept of operations becomes more specific, subordinate elements can begin preparation of more detailed logistic plans.

### **c. Coordinated Planning**

To accomplish the MAGTF mission, every aspect of the operational concept requires coordination among the GCE, ACE, and CSSE. To achieve this, every element has certain responsibilities for logistic planning. This mutual dependence requires concurrent, parallel, and detailed staff planning between and among all elements. Simultaneously, the MAGTF headquarters must coordinate with higher, adjacent, and supporting commands and, possibly, with participating joint and combined staffs. This coordination is essential for integrating MAGTF logistic and CSS operations with those of other organizations.

### **d. Concurrent and Parallel Development**

Based on both initial and revised guidance, the MAGTF and its elements develop their plans in a concurrent and parallel manner. Integrated planning shortens the planning cycle, enables early identification of potential problems, and improves anticipation of requirements. With proper coordination, concurrent efforts can prevent difficulties that might occur if planning is sequential or isolated. Logistic planning must parallel operational planning. Likewise, the MAGTF concept of operations cannot be developed without full

consideration of the supporting concept of logistics and CSS.

## 4008. Deployment Planning Considerations

There are two tactical logistic support scenarios to consider when planning for deployment. Under either of the following options, the tactical logistic planner must consider MAGTF requirements in all six CSS functions and their subfunctions:

- 1 The MAGTF can deploy to an area with an established logistic support base. This can be host nation support, inter-Service support, or a combination of the two. The logistic planner must plan for reliance on, or expansion of, the existing support base. In addition, the planner must consider an effective alternative to that support if it stops.
- 1 The MAGTF can deploy to an area without an established logistic support base. In this scenario, the logistic planner must rely on inherent logistic resources to support the MAGTF.

## 4009. Commander's Intent

Planners cannot foresee every eventuality, and even if they could, plans cannot practically address every possible situation. Commander's intent is the commander's personal expression of the purpose of the operation. Commander's intent helps subordinates understand the larger context of their actions and guides them in the absence of orders. It allows subordinates to exercise judgment and initiative, in a way that is consistent with the higher commander's aims, when the unforeseen occurs. Regardless of the form that it takes, the commander's intent must—

- 1 Be clear, concise, and easy to understand.
- 1 Support the higher, supported commander's intent.

- 1 Include how the commander envisions achieving a decision.
- 1 Provide an end state or conditions that, when satisfied, accomplish the purpose.

## 4010. Operational Planning Considerations

Logistic planning focuses on satisfying the logistic requirements generated by the supported force. This planning addresses the estimation of materiel and functional support requirements as well as the organization and employment of organic and supporting tactical logistic organizations. Materiel and functional support requirements are calculated based on experience, assigned missions and tasks, as well as operational factors (e.g., such as time available, weather, enemy).

MAGTF commanders and staff officers should consider the following examples when planning. These examples provide insights for developing and maintaining throughput systems and sustainment capabilities for the execution of logistic support of MAGTF tactical operations.

### a. Supply

**(1) Ground.** Commanders should optimize the basic load for all supplies, including class IX repair parts. The unit's basic load should not exceed the commander's anticipated requirements, even if the unit can carry additional quantities.

**(2) Aviation.** The squadron maintenance staffs should ensure that their pre-expended bins have been replenished by the supporting MALS. Aviation staffs must coordinate with the supporting MALS, MWSS, and MAG headquarters for aviation-peculiar logistic support en route and within the theater.

### b. Maintenance

Each MAGTF element should make maximum use of organic maintenance contact teams and CSSE maintenance support teams. Repair and return of equipment as far forward as possible

speeds return of equipment to the user. It also reduces the burden on both transportation and control capabilities.

### **c. Transportation**

Because transportation is the most limited and limiting logistic capability in the MAGTF, it requires close management. Improper management of transportation assets may degrade combat operations. Supplies should be moved only as needed.

### **d. External Support**

MAGTF plans should make maximum use of host nation and inter-Service support available within the theater of operations. Plans should include, but not be limited to, use of facilities, supplies, utilities, captured materiel, and civilian labor. The CSSE commander should keep the number of CSS installations to a minimum and ensure dispersion of installations and capabilities.

### **e. Forward Support**

The farther forward the CSS unit, the less responsibility it should have for routine support tasks. CSSDs should be responsible only for those supplies and services that are critical to combat operations.

### **f. Air Support**

In planning for sustained operations, the MAGTF should expect to receive critical items primarily by air; however, this does not preclude thorough planning for surface lift.

### **g. Alternate Supply Routes**

Transportation planning at every echelon should include the development of alternate supply routes. Use of a single supply route increases the chances that enemy action could severely disrupt or prevent movement.

### **h. Security**

The CSSE commander is inherently responsible for the organization's security. While continuing

to provide support, the CSSE commander must employ both active and passive measures to defend against attempts to disrupt support operations.

## **4011. Functional Area Planning Considerations**

### **a. Supply**

Compromises that are acceptable in peacetime to improve economy and enhance accountability may not be appropriate in a combat situation. For example, storage of a commodity in a single dump site may be appropriate in peacetime. Centralization in wartime may be unresponsive and reduce survivability. Therefore, the CSSE commander may establish multiple CSSAs. Their capacities and locations vary based on the tactical situation, the concept of operations, and the scheme of maneuver.

**(1) Supply Cycle.** The supply process is a cycle that involves procurement, use, and replenishment of supply items. The cycle period for each supply item varies based on usage rate, storage and transport capacity, and procurement lead time. Normally, the shorter the cycle, the more intensive the management and transportation effort becomes. Conversely, items with longer cycles require forward planning and more storage.

**(2) Phases of Supply Support.** The CSSE and ACE perform the tactical supply that affects the sustainability of the MAGTF. Tactical supply extends from receipt of finished supplies through issue for use or consumption by the user. The CSSE and ACE control the supply process through forecasting, requisitioning, receiving, storing, stock controlling, shipping, disposition, identifying, and accounting procedures established in directives. Ideally, the procedures used in peacetime are the same as those used in wartime. Combat requirements often necessitate rapid processing of requests submitted by unusual methods.

## b. Maintenance

Ideally, maintenance procedures should be the same in peacetime and combat but peacetime or garrison maintenance procedures and techniques may not work effectively in combat or field conditions. Maintenance support for Marine aviation has been developed under the Marine aviation logistics support program (MALSP). MALSP operations are described in chapter 5. Logisticians must consider the following factors when planning maintenance systems and procedures:

- 1 Maintenance activities must operate in harsh conditions during tactical operations.
- 1 Limited resources may require around-the-clock work schedules.
- 1 Contamination in the battlespace may further complicate and delay repair of equipment.
- 1 Units must minimize the time required to repair combat essential items. To minimize repair time, units should—
  - n Perform only mission essential maintenance during combat. Units must recover, evacuate, and repair equipment as far forward as possible. The lowest level maintenance activity with the proper capability should make the repairs. Repairing equipment as far forward as possible reduces transportation requirements and increases equipment availability.
  - n Evacuate inoperable equipment only if they cannot repair it forward or if the repairs will take excessive time. The MAGTF must have a well-defined and understood recovery and evacuation process. In combat, recovery and evacuation may be the most difficult maintenance function. However, this function may also be the most important to sustain the MAGTF's combat power.
  - n Make critical repair parts available as far forward as practical. Combat may even require positioning critical parts at the using-unit level. Combat may also dictate greater reliance on selective interchange.

## c. Transportation

Transportation planning is throughput planning. It involves the determination of throughput requirements: what, where, when, and how personnel and materiel must move to sustain the force.

The transportation planning process is the same regardless of mode, distance, or locale. The operational commander provides requirements and establishes priorities based on the concept of operations. The transportation planner sequences movement requirements in the following order:

- 1 Determine the desired arrival time at destination.
- 1 Select mode of transportation.
- 1 Determine load and pickup points, intermediate and transfer points (as required), as well as offload and drop points.
- 1 Apply time-distance factors.
- 1 Reconcile conflicting requirements for limited transportation assets (including MHE) and support facilities.
- 1 Test movement plan for feasibility.

**(1) Planning Elements.** The following main elements must be considered when planning transportation:

- 1 **Requirements List.** The requirements list identifies what personnel, supplies, and equipment the planner must move. The planner integrates data from all sources, sequencing it by required delivery date and by priority within the required delivery date. He further sorts it by destination and compiles a single time-phased listing.
- 1 **Lift Mode.** The selected lift mode identifies what transportation means move the personnel or cargo between the point of origin and destination.
- 1 **Routing.** Routing moves from load and pickup points to intermediate and transfer locations to offload and drop points.
- 1 **Timing.** Timely arrival of personnel, supplies, and equipment at the intended destination(s) is the goal of transportation planning. The key to

transportation scheduling is flexibility. Timing of the beginning and end of each leg of a movement increases flexibility. Basic limitations to timeliness include—

- Required delivery date at the destination.
- Time when personnel, supplies, and equipment are available for movement from their points of origin.
- Time and/or distance factors.
- Throughput capacities of support facilities.
- Capacity and security of staging bases and supply depots.
- Special requirements caused by terrain, climate, and environment.

**(2) Planning Process.** The transportation planner follows the listed steps when planning for transportation:

- **Determining Requirements.** Each requirement for personnel, equipment, or supplies generates a corresponding requirement for transportation. Transportation planners express initial requirements in terms of tonnage and square footage or the number of personnel and the distance. The planner estimates requirements based on the supplies needed to support the MAGTF and the average distances during each phase of the operation.
- **Determining Resources.** The transportation planner must consider—
  - Type of transportation units available.
  - Characteristics and capabilities of each mode of transportation.
  - Capabilities of available civilian transportation. (The estimate is based on a survey of facilities, inspection of equipment, and agreements negotiated with civilian transportation operators.)
  - Availability of indigenous labor or prisoners of war to supplement personnel resources.
  - Capabilities of available host nation transportation, both civilian and military.
- **Balancing Requirements and Resources.** The balancing process determines whether transportation capabilities are adequate to support the operation. It establishes the workload for each

transportation mode. This step is the most time-consuming portion of the transportation planning process. Planning must include more than just gross quantities of cargo and transportation resources. It must include planning for C2 and for transportation unit support.

- **Determining Critical Points.** On completing the preliminary plan, the planner has enough information to analyze the transportation system. The planner can identify critical points where bottlenecks can delay throughput. The bottlenecks may occur as a result of shortfalls in either personnel, equipment, or facilities. The planner should also identify critical time periods. Development and analysis of alternative schedules, modes, or routes can alleviate bottlenecks and increase flexibility.
- **Coordinating.** Complete coordination is mandatory for integrated transportation support. Original guidance is seldom valid throughout the planning process. Constant coordination is necessary if transportation plans are to change as the commander's concepts, requirements, priorities, and allocations change.

#### d. General Engineering

The MAGTF engineer assigns and integrates construction tasks and priorities for both Marine and naval construction force (NCF) engineer components assigned to the MAGTF. The NCF headquarters assists the MAGTF engineer in planning and coordinating construction requirements to best use the unique capabilities of the NCF. Continuous liaison is vital during the planning, deployment, and execution phases of MAGTF operations. The following engineer support planning areas require special consideration:

- **Heavy Equipment.** Most construction equipment is heavy and slow moving. It offers little protection for operators. Though able to negotiate rough terrain, its speed is such that it cannot keep up with the supported maneuver forces and must be transported by other assets.
- **Transportation.** Engineer units do not have enough transportation assets to move themselves. When moving a large volume of

equipment rapidly or over extended distances, augmentation is necessary.

- 1 **Construction Materials.** Many CSS engineering tasks require large amounts of construction materials. The time, manpower, equipment, and fuel required to assemble and use these supplies are often significant. Careful planning will minimize multiple handling during movement of these items to the construction site. Movement directly from the source of supply to the job site is optimal.
- 1 **Supply, Maintenance, and Ordnance Support.** Supply, maintenance, and ordnance support for engineer operations is extensive. Engineer units have many low-density items of equipment requiring special maintenance to keep them operational. Low-density items range from mine detectors to stationary pumps and generators to mobile construction equipment. Unique ordnance items include explosive line charges and cratering charges.
- 1 **Utilities Support.** Water purification, fuel distribution, and power generating equipment require significant motor transport, MHE, manpower, and fuel. Space requirements are normally large, and camouflage is difficult. Utilities installations also generate large amounts of heat and noise.

## e. Health Service

Commanders are responsible for the health and welfare of their troops. The MAGTF medical units have extensive, cumbersome equipment that requires external transportation, fuel, and utilities support. In addition, medical units' footprint creates significant real estate management challenges. Although HSS staffs conduct medical planning within the MAGTF, logistic planners should ensure—

- 1 Complimentary equipment and associated consumables kits (authorized medical allowance lists [AMALs] and authorized dental allowance lists [ADALs]) are in sufficient quantities to support the force.
- 1 Narcotics handling and security procedures are established.

- 1 Medical regulating channels and procedures for the movement and tracking of casualties between and within the levels of care are established.
- 1 The mix of dedicated versus opportune lift for casualty evacuation is decided based on the concept of operations, casualty estimates, and METT-T.
- 1 MAGTF level II and level III treatment facilities are identified and medical evacuation policies are established.
- 1 Preventive medicine requirements and preventive medicine technicians for insect control and redeployment agriculture inspections are identified.
- 1 Mass casualty procedures are established.
- 1 Primary and secondary casualty receiving and treatment ships (CRTS) are identified for amphibious operations.
- 1 Medical requirements for the area of operations (e.g., immunizations, anti-venom, and antimalarial medication) are identified.

Additional guidance can be found in the Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3122.03, *Joint Operation Planning and Execution System, Volume II, Planning Formats and Guidance*, sets forth administrative instructions and formats to develop OPLANs. Guidance for medical services is located in annex Q of the CJCSM 3122.03.

## f. Services

Planning considerations for services vary for each particular services function and the operational situation. The following factors are common to all services functions:

- 1 **Responsibility.** Units are responsible for executing command services functions consistent with the organic capabilities specified in their table of organization (T/O) mission statement. Equipping and manning of detachments should be consistent with this specification. Higher echelon organizations are responsible for augmenting or reinforcing subordinate unit capabilities. The CSSE provides CSS services

functions to the MAGTF elements as directed by the MAGTF commander.

- 1 **Chain of Command.** Combat service support services functions are typically implemented in operational chains of command. In contrast, most command services functions normally operate in administrative chains of command in garrison and may continue to do so even after deployment. Element commanders must consider problems that deployments might pose for continuing administrative support when preparing plans for command services functions. When appropriate, specific guidance should be issued for shifting command services functions to the operational chain of command and processing these functions via staff cognizance of the MAGTF CE.

## 4012. Coordinating Support

Effective logistic planning requires a coordinated effort between the supported force and the supporting organizations. Both supported and supporting organizations make planning and subsequent support operations more efficient through careful calculation of requirements over specified periods of time while coordinating to reconcile potential shortages or excesses. Ground-common and aviation-peculiar logistic support must be provided in the right quantity, at the right time, and in the right place. Providing too much materiel or too robust a service at one location may disrupt operations of the supported unit or deprive other supported units of what they need when they need it. Effective planning can minimize the occurrence of shortages or excesses.

Supported organizations must—

- 1 Calculate their requirements as precisely as possible.
- 1 Factor organic or attached and/or direct support cargo and personnel transportation capacity into the requirements calculation.

- 1 Prioritize requirements.
- 1 Integrate requirements with expected schedule and duration of the operation.
- 1 Verify critical materiel or services allocations made by higher authority when determining requirements for tactical missions.

Supporting organizations must—

- 1 Provide the support required.
- 1 Review with the supported organization the support requirements as they are developed.
- 1 Coordinate with the supported organization to refine the requirements based on the supported organization's competing requirements.
- 1 Procure materiel and task-organize internally to provide support efficiently.
- 1 Plan support distribution by anticipating demand.

## 4013. Intelligence Support

Intelligence information is essential for planning tactical logistic operations. Logistic intelligence is specific intelligence information that assists logistic organizations in accomplishing their assigned missions. It focuses on the infrastructure in the area of interest and on how the weather, enemy, and terrain would affect tactical logistic operations. Logistic intelligence is a product of the MAGTF's intelligence cycle and intelligence preparation of the battlespace (IPB) functions. The following IPB products are typically of interest to logisticians:

- 1 Lines of communications and route studies.
- 1 Port and harbor studies.
- 1 Airfield studies.
- 1 Drop zone and helicopter landing area studies.
- 1 Bridge and inland waterway studies.
- 1 Key facilities and targets overlays.
- 1 Specialized weather and terrain studies.
- 1 Modified combined obstacle overlay (MCOO).

## 4014. Host Nation Support

When feasible, MAGTF plans should make maximum use of host nation support available within the theater of operations. Host nation support can augment MAGTF capabilities. Bilateral (between the United States and a single country) and multilateral (among members of a coalition such as the North Atlantic Treaty Organization [NATO]) host nation support agreements can be an integral part of sustainability planning. MAGTFs use host nation support to enhance their sustainability and capabilities. However, host nation support is not a substitute for essential MAGTF organic tactical logistic and CSS capabilities. Normally, host nation support agreements are prepared at the strategic level. Implementation of existing agreements and/or preparation of new agreements must be coordinated between the MAGTF CE and the appropriate higher authority in the United States chain of command. Plans should include, but not be limited to, use of facilities, supplies, utilities, captured materiel, and civilian labor.

## 4015. Planning Documents

The logistics/CSS estimate, annex D of the OPORD (concept of logistics and CSS), and the CSSE OPORD are the primary MAGTF tactical logistic planning documents. Table 4-1 summarizes the standard logistic planning documents and identifies the preparer.

**Table 4-1. Logistic and CSS Planning Documents.**

Document	Prepared By
Logistic/Combat Service Support Estimate	GE, GCE, ACE, CSSE down to battalion and squadron level
Annex D (Logistics/Combat Service Support) to OPORD	GE, GCE, ACE, CSSE down to battalion and squadron level
CSSE Operation Order	CSSE

### a. Logistics/Combat Service Support Estimate

The estimate is a rapid assessment by the G-4/S-4 of logistic capabilities and limitations for each proposed COA. It analyzes the COAs under consideration to provide the logistic aspects of relative combat power. The estimate helps determine the most desirable and most supportable COA from the CSS standpoint. Additionally, this document provides the basis for later planning. See appendix B of this publication for a sample of the logistic/CSS estimate.

The commander decides which COA will be used to accomplish the assigned mission. As an advisor, the G-4/S-4 provides the commander with information and makes recommendations based on the logistics/CSS estimate.

The logistic/CSS estimate is the result of an examination of the logistic factors which influence contemplated COAs and an appraisal of the degree and manner of that influence. The estimate looks at the six tactical logistic functional areas. The estimate compares requirements, available assets, problems, limitations, advantages, and disadvantages for each COA. The logistic/CSS estimate assesses the limitations of each COA. It also determines what actions are necessary to overcome any problems or limitations. If any COA is not supportable, the estimate specifically states this. It gives the commander enough information to make a decision based on the suitability, feasibility, acceptability, and relative merit of each COA from a logistic standpoint.

### b. Annex D to the Marine Air-Ground Task Force Operation Order

Annex D reflects the commanders' plans, guidance, and directions for employment of logistic capabilities. This annex complements the concept of operations and amplifies paragraph 4 of the OPORD (Administration and Logistics). Annex D begins with the concept of operations and the supporting concept of logistics. It assigns tasks and responsibilities for logistics and CSS among the elements in each functional area. It also identifies support required from external agencies. Finally,

it provides guidance and information (such as priorities and allocations) for planning, coordinating, and executing MAGTF logistic operations. See appendix C of this publication for a sample Annex D (Logistics/Combat Service Support).

**(1) Commander's Guidance.** Annex D promulgates the commander's overall plan and guidance for the provision of logistic support to the MAGTF during each phase of the operation. This annex specifies those requirements, priorities, and allocations that are necessary for the integration of the logistic effort in support of the MAGTF. It includes deployment, employment, sustainment, and redeployment planning matters. It includes external support coordination requirements and internal employment directives to present a single, unified plan for logistic support.

**(2) Concept of Logistics and Combat Service Support.** The concept of logistics and CSS (paragraph 3a of annex D) is a broad statement of the essential logistic and CSS tasks involved in supporting the concept of operations. It is the basic unifying foundation for subsequent development of detailed logistic and CSS plans and orders by the MAGTF elements.

**(3) Staff Responsibility.** The MAGTF G-4/S-4, in coordination with other staff sections and the subordinate S-4s, prepares annex D. This document also contains the specific requirements, priorities, and allocations for logistics and CSS to support the concept of operations and scheme of maneuver. Each subordinate organization down to the battalion and squadron level publishes an annex D. Optionally, they may use paragraph 4 of the OPORD to provide logistic guidance to subordinate units. Use of and reference to local SOPs contribute to sound plans and help avoid unnecessarily lengthy and detailed OPORDs.

**(4) Concept of Aviation Logistic Support.** Aviation logistic support is addressed in the aviation estimate of supportability and Appendix 10 (Aviation Logistic Support) to annex D to the OPORD.

### c. Combat Service Support Element Operation Order

The CSSE OPORD states the mission of the CSSE, establishes task organizations, and assigns missions to each subordinate unit. It also states the CSSE commander's requirements, priorities, and allocations for accomplishing the mission.

The CSSE OPORD amplifies information normally contained in SOPs concerning CSS provided to other MAGTF elements. Primarily, the OPORD provides specific guidance and direction to subordinate CSS units regarding their tasks and missions. The CSSE G-3/S-3 is responsible for preparing the CSSE OPORD. The CSSE G-4/S-4 prepares annex D to the CSSE OPORD.

### d. Standing Operating Procedures

SOPs are a set of operating instructions that can be standardized. These standardized procedures are applicable unless ordered otherwise. SOPs are general orders that deal with tactical and administrative procedures not covered by regulatory or doctrinal publications.

The recurrent nature of logistic functions lends them to procedural standardization. SOPs contribute to simplicity, clarity, and brevity. Reliance on SOPs in the various CSS planning documents simplifies and shortens those documents. It is not necessary to list SOPs as references; however, the order should cite the SOPs in the body of the document.

In addition to their advantages in the preparation of planning documents and orders, SOPs improve support by promoting familiarity and mutual confidence between supported and supporting units and personnel. They also reduce the confusion often associated with combat conditions.

### e. Other Planning Documents

The G-4/S-4 has staff cognizance for major input to other documents. Many of these documents are unique to landing force operations.

Other doctrinal publications, such as JP 3-02.1, *Joint Doctrine for Landing Force Operations*, and NWP 3-02.1, *Ship-to-Shore Movement*, discuss the following documents in detail:

- Embarkation plan.
- Plan for landing supplies.
- Landing plan (appendix 3 to annex R of the OPORD prepared by the G-3/S-3).
- Organization for embarkation and assignment to shipping tables.

## Appendix A

# Logistic and Combat Service Support Task-Organization Guide

Function	Capabilities			
	CE	ACE	GCE	CSSE
<p><b><u>Supply</u></b></p> <p>Requirements Procurement Storage Distribution Salvage</p>	<p>Capable of internal ground supply tasks.</p>	<p>Group/squadrons capable of internal ground supply tasks.</p> <p>MALS performs aviation supply tasks.</p>	<p>Regimental headquarters, battalions, and separate companies capable of internal ground supply tasks.</p>	<p>Battalions capable of internal ground supply tasks.</p> <p>Supply battalion provides ground supply support for the MAGTF.</p>
<p><b><u>Maintenance</u></b></p> <p>Inspection and classification Service, adjustment, tuning Testing and calibration Repair Modification Rebuilding and overhaul Reclamation Recovery and evacuation</p>	<p>Capable of authorized maintenance tasks, first through limited third echelon, on assigned ground equipment.</p>	<p>Groups/squadrons capable of authorized maintenance tasks, first through limited third echelon, on assigned ground equipment.</p> <p>Squadrons perform organizational maintenance on assigned aircraft.</p> <p>MALS performs intermediate and limited depot maintenance on supported aircraft.</p>	<p>Organizations capable of authorized maintenance tasks, first through limited third echelon, on assigned ground equipment.</p>	<p>Battalions capable of authorized maintenance tasks, first through limited third echelon, on assigned ground equipment.</p> <p>Maintenance battalion provides third and limited fourth echelon maintenance support for designated MAGTF ground equipment, as well as second and third echelon maintenance services to supported MAGTF organizations whose requirements exceed organic capabilities.</p> <p>Medical battalion performs maintenance on MAGTF class VIII (medical) materiel.</p>

Function	Capabilities			
	CE	ACE	GCE	CSSE
<p><b><u>Transportation</u></b></p> <p>Embarkation Landing support Port and terminal operations Motor transport Air delivery Freight/passenger transportation MHE</p>	<p>Capable of preparing assigned personnel, equipment, and supplies for air and/or surface embarkation; limited capability for ground transport using organic light and medium trucks.</p>	<p>General capability for preparing assigned personnel, equipment, and supplies for air or surface embarkation.</p> <p>Capable of managing terminal operations and providing air transport for selected passengers and cargo.</p> <p>Most organic ground transport centralized in the MWSSs.</p>	<p>Capable of preparing assigned personnel, equipment, and supplies for air and/or surface embarkation.</p> <p>Limited capability for ground transport using organizational light and medium trucks, reinforced as necessary with medium trucks from the truck company of the H&amp;S battalion.</p>	<p>Capable of preparing assigned personnel, equipment, and supplies for air and/or surface embarkation.</p> <p>Support battalion provides landing support, air delivery, port and terminal operations, medium- and heavy-truck transportation of freight and passengers, and MHE.</p>
<p><b><u>General Engineering</u></b></p> <p>Engineer reconnaissance Construction Facilities maintenance Demolition/obstacle removal EOD</p>	<p>Limited organic capability, focused on establishing and running field command posts.</p>	<p>ACE capability for general engineering tasks is centralized in the MWSSs and focused on support of airfield operations.</p>	<p>Limited organic engineering capability for combat support tasks is centralized in the combat engineer battalion.</p>	<p>Engineer support battalion provides MAGTF capabilities for general engineering tasks and can also reinforce MWSSs and the combat engineer battalion if necessary.</p>
<p><b><u>Health Services</u></b></p> <p>Health maintenance Casualty collection Casualty treatment Temporary casualty holding Casualty evacuation</p>	<p>Limited organic capability for health care and unit-level casualty care and evacuation.</p>	<p>Organic capability for health care and unit-level casualty care and evacuation in separate squadrons and groups.</p> <p>Aviation medical services available in aircraft groups.</p>	<p>Organic capability for health maintenance and unit-level casualty care and evacuation in regimental headquarters, battalions, and separate companies.</p>	<p>Organic capability for health maintenance and unit-level casualty care and evacuation in all battalions.</p> <p>Medical battalion provides shock-trauma and surgical support to the MAGTF.</p> <p>Dental battalion provides dental services for the MAGTF.</p>

Function	Capabilities			
	CE	ACE	GCE	CSSE
<p><b>Services</b></p> <p>CSS</p> <p>Disbursing</p> <p>Postal services</p> <p>Exchange services</p> <p>Security support</p> <p>Legal services support</p> <p>Civil affairs support</p> <p>Graves registration</p>	Limited organic capabilities for postal, security, and legal services.	Appropriate organic capabilities for disbursing, postal, security, and legal services; civil affairs; and graves registration in separate squadrons and groups.	Appropriate organic capabilities for disbursing, postal, security, and legal services, and graves registration in regimental headquarters and battalions.	Appropriate organic capabilities for disbursing, postal, security, and legal services; civil affairs; and graves registration in all battalions. H&S battalion provides additional support in all services to the MAGTF.
<p><b>Command</b></p> <p>Personnel administration</p> <p>Religious ministries</p> <p>Financial management</p> <p>Information services</p> <p>Communications</p> <p>Billeting</p> <p>Messing</p> <p>Band</p> <p>Morale, welfare, and recreation</p>	Capable of organic command support functions for assigned personnel and organizations; at the MEF level the CE may be required to organize, train, and equip a band.	Capable of organic command support functions for assigned personnel and organizations; at the MAW level the ACE may be required to organize, train, and equip a band.	Capable of organic command support functions for assigned personnel and organizations; at the division level the GCE may be required to organize, train, and equip a band.	Capable of organic command support functions for assigned personnel and organizations; normally the FSSG will not be tasked with organizing, training, and equipping a band.
<ol style="list-style-type: none"> <li>1. The CE and the GCE contain organic capabilities for internal ground logistic functions per applicable T/Os and T/Es.</li> <li>2. The ACE contains organic capabilities for internal ground-common and aviation-peculiar logistic functions per applicable T/Os and T/Es.</li> <li>3. The CSSE contains organic capabilities for both internal and external (i.e., MAGTF support) ground logistic functions in accordance with the applicable T/Os and T/Es.</li> </ol>				