

## **LESSON 3**

### **OPERATIONAL CAPABILITIES**

#### **Lesson Introduction**

Course 8804, The Marine Air-Ground Task Force (MAGTF), included lessons concerning fires, intelligence and logistics at the MAGTF/MEF level. While those lessons were focused on Marine-specific actions at the operational and tactical level of war, this lesson introduces the concepts of logistic support, fire support, and intelligence support for joint operations at the operational level of war. This lesson will also focus on these capabilities as applied by geographic combatant commanders and joint force commanders (JFCs). Joint Pub 3-0, *Doctrine for Joint Operations*, discusses the three levels of war: strategic, operational, and tactical. The levels are a doctrinal perspective that clarify the links between strategic objectives and tactical actions and apply to both war and military operations other than war. The levels of war allow commanders to visualize a logical flow of operations, allocate resources, and assign tasks. To develop plans and prosecute campaigns, combatant command, joint force, and component staffs must possess the knowledge and capability to function at the operational level of war. Some core capabilities required of these staffs are the planning and conducting of joint logistics support, joint fires support, and joint intelligence support.

#### **Student Requirements by Educational Objective**

##### **Requirement 1**

Objective 1. Compare and contrast the differences between strategic, operational, and tactical logistics and how operational logistics links strategic and tactical logistics. [JPME Area 2(a), 3(e), 4(a)]

Objective 2. Describe how directive authority for logistics supports the joint warfighting capabilities. [JPME Area 1(d), 2(a)]

Objective 3. Identify the principles and elements of joint reception, staging, onward movement, and integration. [JPME Area 2(a), 3(a)(c)]

Objective 4. Discuss, with respect to joint logistics over-the-shore (JLOTS) operations, the responsibilities of the combatant commander and the JLOTS commander. [JPME Area 1(a), 2(a)]

Read:

- Joint Pub 4-0, *Doctrine for Logistic of Joint Operations*, 6 April 2000, pp. I-6 to I-7 (read paragraph 2.a.) and III-2 to III-3 (read paragraph 4) (3 pages)

- Joint Pub 4-01.8, *Joint Tactics, Techniques, and Procedures for Joint Reception, Staging, Onward Movement, and Integration*, 13 June 2000, pp. I-1 to I-11. (11 pages)
- Joint Pub 4-01.6, *Joint Tactics, Techniques, and Procedures for Joint Logistics Over-the-Shore (JLOTS)*, 12 November 1998, pp. II-1 to II-2 (stop at end of paragraph 3) and II-5 to II-6 (read paragraph 6 only) (2 pages)

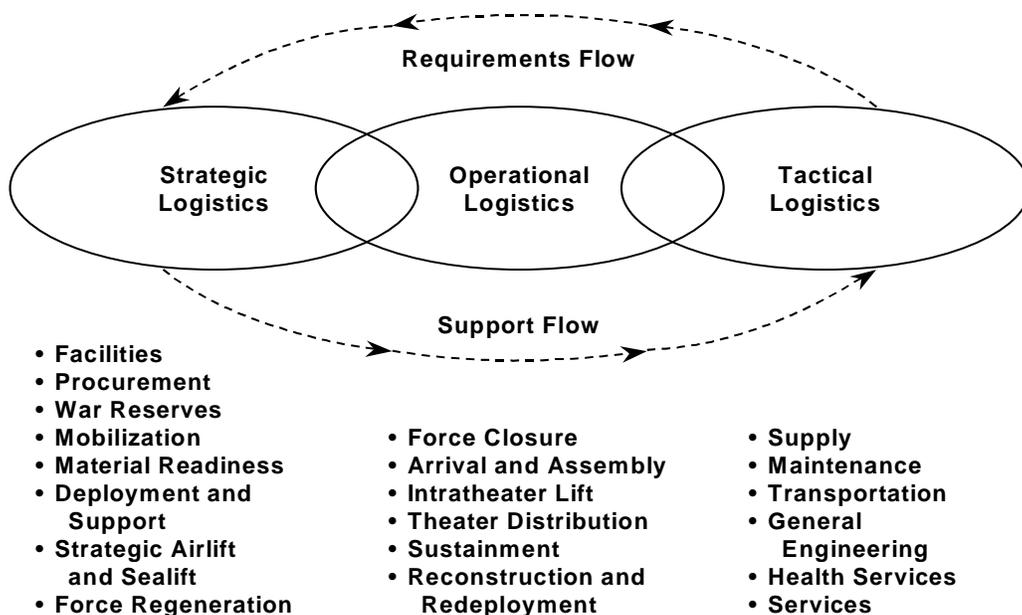
## Joint Logistics Support

This section introduces the concept of joint logistics support at the operational level. MCRP 5-12C defines operational logistics as:

**The art of applying the military resources available to operating forces to achieve national military objectives in a theater or area of operations or to facilitate the accomplishment of assigned missions in a military region, theater, or campaign. At the operational level of war, logistics involves fundamental decisions concerning force deployment and sustainability functions in terms of identifying military requirements, establishing priorities, and determining allocations necessary to implement the commander's concept.**

## Logistic Continuum

Each level of war has a corresponding level of logistics with a distinct set of functions. The figure that follows lists the logistic functions for the levels of operations within the logistic operating system. The levels of logistics assist in the planning for logistics at the corresponding levels of war. Operational logistics addresses sustainment within a military theater of operations. Operational logistics connects strategic-level logistic resources with the tactical level of logistics, thus creating the conditions for effective combat service support (CSS) for the duration of a campaign. Understanding operational logistics is critical to integrated planning and the successful conduct of expeditionary operations.



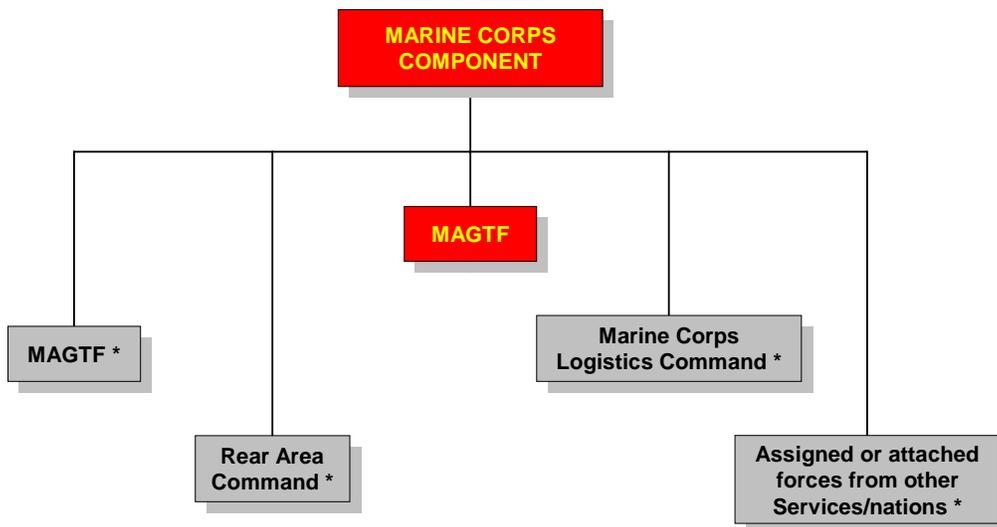
## Logistic Functions.

## Strategic Logistics

Strategic logistics supports organizing, training, and equipping the forces that are needed to further the national interest. It links the national economic base (people, resources, and industry) to military operations. The combination of strategic resources (national industrial base) and distribution processes (deployment and transportation capabilities) represents total national capabilities. These capabilities include the Department of Defense, the Services, other government agencies as necessary or appropriate, and the support of the private sector. For the Marine Corps, HQMC and the Marine Corps supporting establishment plan and conduct strategic logistics, with the exception of aviation-peculiar support. Aviation support is planned and conducted by the Chief of Naval Operations, the Navy supporting establishment, and the Naval Reserve.

## Operational Logistics

Operational logistics links tactical requirements to strategic capabilities to accomplish operational goals and objectives. Operational logistics normally supports campaigns and major theater operations by providing theater-wide logistic support. Operational logisticians coordinate the apportionment, allocation, and distribution of resources within theater. They coordinate closely with tactical operators to identify theater shortfalls and communicate these shortfalls to the appropriate theater or strategic source and/or ration supplies to support operational priorities. Operational logisticians coordinate the flow of strategic capabilities into a theater based on the commander's priorities. The concerns of the logistician and the operator are interrelated. With respect to Marine Forces, the MARFOR is responsible for planning, coordinating, and supervising operational logistics. The MARFOR may designate a combat service support element to be a Marine Corps logistics command (MLC) to coordinate the execution of operational logistics. The figure that follows illustrates the MARFOR organization incorporating an MLC.



\* As required or assigned

### Marine Corps Component Organization with a Marine Corps Logistics Command.

Operational logistics is a responsibility of the geographic combatant commander, JFC, and subordinate component commanders. Although Service component commanders provide logistic resources, the combatant commanders are responsible for ensuring that the overall plan for using these resources supports their theater concept of operations. The primary functions of operational logistics are force closure, arrival and assembly, intra-theater lift, theater distribution, sustainment, reconstitution, and redeployment.

### **Tactical Logistics**

Tactical logistics includes organic unit capabilities and the CSS activities necessary to support military operations. It supports the commander's concept of operations while maximizing the commander's flexibility and freedom of action. Tactical logistics involves the coordination of functions required to sustain and move units, personnel, equipment, and supplies. The response time of tactical logistics is rapid and requires anticipatory planning to provide responsive support. Generally, for the deployed Marines forces, the MAGTF conducts tactical-level logistic operations.

### **Joint Reception, Staging, Onward Movement, and Integration (JRSOI)**

JRSOI is the fourth and final phase of the deployment process and the critical link between deployment and employment of joint forces in the area of responsibility or Joint operations area. A well-coordinated plan for JRSOI is essential to transition deploying forces—and their equipment and materiel—into forces capable of accomplishing operational objectives.

### **Joint Logistics Over-The-Shore (JLOTS) Operations**

Logistics over-the-shore (LOTS) is the process of discharging cargo from vessels anchored off-shore or in-the-stream, transporting it to the shore and/or pier, and marshalling it for movement inland. LOTS operations are conducted over unimproved shorelines, through fixed-ports not accessible to deep draft shipping, and through fixed ports that are inadequate without the use of LOTS capabilities. Both the Army, Navy, and Marine Corps may conduct LOTS operations, and the scope of the LOTS operations will depend on geographic, tactical, and time considerations. Joint logistics over-the-shore (JLOTS) operations are defined as operations in which Navy, Marine Corps, and Army LOTS forces conduct LOTS operations together under a JFC.

## **Requirement 2**

Objective 5. Explain how the fundamental intelligence purposes and the levels of intelligence support the conduct of campaigns and operations. [JPME Area 2(a), 4(d)(e)]

Objective 6. Outline intelligence operations at the different levels of war. [JPME Area 2(a), 3(e), 4(d)]

Objective 7. Describe and identify the key organizations in the joint intelligence architecture. [JPME Area 1(a), 4(d)]

Objective 8. Discuss how joint intelligence preparation of the battlespace (JIPB) supports campaign planning. [JPME Area 3(a), 4(b)(d)(e)]

Read:

- Joint Pub 2-0, *Doctrine for Intelligence Support to Joint Operations*, 9 March 2000, pp. I-1 to I-10, III-1 to III-4, and IV-4 to IV-9 (read paragraph 5. Organizations). (20 pages)
- Joint Pub 2-01.3, *Joint Tactics, Techniques, and Procedures for Joint Intelligence Preparation of the Battlespace*, 24 May 2000, pp. I-1 to I-5. (5 pages)

View:

- DOCNET segment, *Intelligence Support to Joint Operations*, Section 7, “Intelligence Cycle” (12 minutes). Refer to Joint Pub 2-0, *Doctrine for Intelligence Support to Joint Operations*, 9 March 2000, pp. II-1 to II-16.

### **Joint Intelligence Support**

This section introduces the concept of joint intelligence support at the operational level. Joint Pub 1-02 defines operational intelligence as “intelligence that is required for planning and conducting campaigns and major operations to accomplish strategic objectives within theaters or operational areas.”

Joint Pub 2-0 states that the most important roles of intelligence are assisting the JFCs and their staffs to visualize the battlespace, assess adversary capabilities and will, identify the adversary’s centers of gravity, and discern the adversary’s probable intent. The J-2 and intelligence organizations are guided in accomplishing these roles by these fundamental intelligence purposes.

Intelligence operations maximize support to the JFC and provide specialized and detailed intelligence to subordinate component commanders. Intelligence operations are categorized according to the levels of war (strategic, operational, or tactical) that they support. This concept assists in the allocation of intelligence assets and permits the assignment of appropriate tasks to the various intelligence elements available to the JFC.

### **Joint Intelligence Preparation of the Battlespace**

A key intelligence process used to support the JFCs decision-making process is the Joint intelligence preparation of the battlespace (JIPB). The main focus of JIPB is on providing predictive intelligence designed to help the JFC discern the adversary’s probable intent and most likely future course of action. JIPB supports campaign planning by identifying significant facts and assumptions about the total battlespace environment and the adversary. It is a collaborative process that includes input from various elements of the Joint force, including IPB products from the subordinate component commands.

## **Requirement 3**

Objective 9. Explain the purpose of a concept of fires and the difference between operational and tactical fires. [JPME Area 2(a), 3(a)(c)(e)]

Objective 10. Describe the three subsystems of the joint fire support system (target acquisition, command and control, and attack resources). [JPME Area 1(a), 2(a), 3(a), 5(a)(d)]

Read:

- Joint Pub 3-09, *Doctrine for Joint Fire Support*, 12 May 1998, pp. I-1 to I-3 (stop at the end of paragraph 2), II-1 to II-6 (stop at end of paragraph 3), and II-16 to II-17 (paragraph 5 only). (8 pages)

### **Joint Fire Support**

This section introduces the concept of joint fire support at the operational level. The concept of fires is integral to the concept of operations. For a JFC, the concept of fires typically equates to joint fires. This concept describes how tactical, operational, and strategic fires will be integrated and synchronized. The JFC determines the enemy's center(s) of gravity and critical vulnerabilities and how the application of fires can assist in their destruction or neutralization. He can also highlight the anticipated critical actions, times, and places during combat that would serve as triggers for friendly action. The JFC determines the sequencing of key events and emphasizes the desired end state. While some fires will support operational and tactical movement and maneuver by land, maritime, amphibious, and special operations forces, other fires are independent of maneuver and orient on achieving specific operational and strategic effects that support the JFC's objectives. The JFC provides guidance on types of targets and priorities and what the effects of fires should do to the enemy (e.g., deny, disrupt, delay, suppress, neutralize, destroy, and influence). In addition, the JFC provides targeting guidance on munitions.

Although Joint Pub 3-09, *Doctrine for Joint Fire Support*, does not specifically define operational fires, several publications have addressed this term with similar definitions. An earlier definition was written in the old Armed Forces Staff College Pub 2 as follows:

**Operational fires are the application of lethal and non-lethal firepower to achieve a decisive impact on the conduct of the campaign or major operation. Operational fires are by their nature joint and/or combined activities or functions. Operational fires are not fire support, and operational maneuver is not necessarily dependent on such fires. Fires at the operational level are designed to achieve a single operationally significant objective. They have major and possibly decisive implications for campaigns or major operations. Finally, they are planned and synchronized at the operational level of command. The success or failure of operational fires can significantly affect the campaign, major operation, or other operational functions.**

Current definitions reflect the main points of the above definition.

MCWP 3-43.3, *MAGTF Fires* (DRAFT), states operational fires are those fires conducted by the MAGTF or other joint or component forces in order to accomplish the Marine Corps Service component commander's or the MAGTF commander's objectives during an operation or campaign. These fires are designed to produce effects on targets whose destruction, neutralization or suppression will have a significant impact on the outcome of the campaign or operation. Operational fires often set the conditions for decisive actions, especially when coupled with maneuver that exploits the effects of these fires. They often take the form of deep

operations used to shape the battlespace and interdict enemy forces before they enter the close battle area.

Additionally, MCWP 3-43.3, *MAGTF Fires* (DRAFT), states that tactical fires destroy or neutralize enemy forces, suppress enemy fires, and disrupt enemy movement. They set the conditions for decisive action and often take place in the close battle area. Commanders must ensure that tactical fires are closely coordinated with the other warfighting functions to assure maximum combined arms effects are achieved.

FM 3-0, *Operations* explains operational fires as follows:

***Operational fires are the operational-level commander's application of nonlethal and lethal weapons effects to accomplish objectives during the conduct of a campaign or major operation. They are a vital component of any operational-level plan. Assets other than those supporting tactical maneuver normally furnish operational fires. Commanders direct operational fires against targets whose destruction or neutralization they expect to significantly affect a campaign or major operation. Planning operational fires includes allocating apportioned joint and multinational air, land, and sea means. Operational fires can be designed to achieve a single operational-level objective, for example, interdiction of major enemy forces to create the conditions for defeating them in detail. (Paragraph 4-13)***

***Operational maneuver and operational fires may occur simultaneously but have very different objectives. In general terms, operational fires are not the same as fire support, and operational maneuver does not necessarily depend on operational fires. However, operational maneuver is most effective when commanders synchronize it with, and exploit opportunities developed by, operational fires. Combining operational fires with operational maneuver generates asymmetric, enormously destructive, one-sided battles, as the Desert Storm ground offensive showed. (Paragraph 4-14)***

### **Joint Fire Support System**

The Joint fire support system is comprised of three subsystems, target acquisition (TA), command and control (C2), and attack resources. Joint fire support is the synergistic product of these subsystems. Successful joint fire support depends on the detailed coordination of these subsystems. Integrating the processes and procedures of all three subsystems binds joint fire support resources together so the effects of each asset are synchronized to support the commander's intent and concept of operation.

The goal of the TA effort is to provide timely and accurate information to enhance the attack of specified targets. TA systems and equipment perform the key tasks of target detection, location, tracking, identification, classification, and battle damage assessment for joint fire support operations. Components have a variety of organic and attached acquisition assets to assist in the TA effort, for example, combat units, intelligence and electronic warfare systems, and manned and unmanned reconnaissance aircraft. Other aerial, subsurface, surface, space, national, and multinational systems also support the TA effort for joint fire support.

A variety of command, control, communications, computers, and intelligence (C4I) systems contribute to successful execution of joint fire support. Employing C4I systems with unity of effort is key to effective coordination of joint fire support. C2 for joint fire support also includes the vertical and horizontal coordination accomplished by fire support coordinators, fire support coordination agencies, and liaison elements. Finally, successful C2 of joint fire support operations integrates fire support planning and coordination, tactical fire direction procedures, air operations, and technical fire direction procedures to accomplish the supported commander's desired effects.

Joint fire support attack resources typically include air-to-surface and surface-to-surface delivery assets. Joint fire support also includes nonlethal and disruptive operations, such as psychological operations and electronic warfare. Regardless of the attack system employed, joint fire support requires detailed airspace and ground coordination.

**NOTE:** A more in-depth discussion on targeting is provided in Lesson 4, Joint Targeting, of this course.

### Lesson Summary

This lesson illustrates some of the required core capabilities that staffs need to understand to effectively function at the operational level of war. Through this lesson, you should have gained a broader understanding of the criticality of joint logistics support, joint intelligence support, and joint fire support in assisting a combatant commander and JFC in the development and execution of campaign/operation plans. This lesson also reinforces objectives learned in the 8803A course, The Operational Level of War. Additionally, this lesson illustrates how staffs at the operational level of war link strategic objectives to tactical actions.

### JPME Summary

AREA 1					AREA 2				AREA 3					AREA 4					AREA 5			
A	B	C	D	E	A	B	C	D	A	B	C	D	E	A	B	C	D	E	A	B	C	D
X			X		X				X		X		X	X	X		X	X	X			X