

CHAPTER 1

The Marine Corps in National Defense

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“Despite its outstanding record as a combat force in the past war [World War II], the Marine Corps’ far greater contribution to victory was doctrinal [new concepts]: that is, the fact that the basic amphibious doctrines which carried Allied troops over every beachhead of World War II had been largely shaped—often in [the] face of uninterested or doubting military orthodoxy—by U.S. Marines, and mainly between 1922 and 1935.”

—General Alexander A. Vandegrift, USMC

“...American history, recent as well as remote, has fully demonstrated the vital need for the existence of a strong force-in-readiness. Such a force, versatile, fast moving, and hard-hitting,... can prevent the growth of potentially large conflagrations by prompt and vigorous action during their incipient stages. The nation’s shock troops must be the most ready when the nation is least ready... to provide a balanced force-in-readiness for a naval campaign and, at the same time, a ground and air striking force ready to suppress or contain international disturbances short of large scale war....”

-82nd Congress (1952)

Since 1775, the United States Marine Corps has served as an expeditionary force organized and trained to act in the national security interest and carry out the national military strategy. The Marine Corps’ contribution to the national defense has successfully evolved throughout its history by virtue of the ability of Marines to identify and adapt to the nation’s national security needs, often before those needs were commonly recognized. Such innovations as the seizure and defense of advanced Naval bases, amphibious operations, close air support, helicopterborne vertical envelopment tactics, maritime pre-positioning forces (MPFs), and task-organized, combined arms forces consisting of aviation, ground, and logistic elements known as Marine air-ground task forces (MAGTFs) are prime examples of how the Marine Corps has adapted and evolved as an expeditionary force. The Marine Corps continually reviews its roles and missions in the context of an uncertain world, adapting to the changing security needs of the Nation while preserving those core values and professional capabilities that make Marines succeed in war and peace.

The Nation requires an expeditionary force-in-readiness that can respond to a crisis anywhere in the world. The Marine Corps provides self-sustainable, task organized combined arms forces capable of conducting a full spectrum of operations in support of the joint force commander. Missions might include forcible entry operations, peace enforcement, evacuation of American citizens and embassies, humanitarian assistance or operations to reinforce or complement the capabilities of other Services to provide balanced military forces to the joint force commander. The unique capability of the Marine Corps as a sea service and partner with the United States Navy allows the use of the sea as both a maneuver space and a secure base of operations to conduct operations in the littoral areas of the world. The ability to remain at sea for long periods without the requirement of third nation basing rights makes the Marine Corps the force of choice in emerging crises. Marine Corps forces exploit the Total Force concept, employing

combinations of active duty and reserve Marines to ensure that missions are effectively and efficiently executed.

Naval expeditions comprised of Navy and Marine Corps forces have long been the instruments of choice in our Nation's response to global contingencies. From humanitarian assistance, to peacekeeping, to combat, these forces are normally the first on scene and ready to respond. Naval expeditionary forces combine the *complementary but distinct capabilities* of the Navy and Marine Corps. They provide strategic agility and overseas presence without infringing on the sovereignty of other nations and simultaneously enable enhanced force protection. They provide a power projection capability that can be tailored to meet a wide range of crises from a major theater war to military operations other than war (MOOTW). Naval expeditionary forces can be task-organized to provide an array of options to the National Command Authorities and combatant commanders in dealing with a particular situation. Naval expeditionary forces provide the United States the unique capability to conduct and sustain operations from the sea—including continuous forward presence and self-sustainment—in support of our national interests without reliance on pre-positioning ashore, foreign basing or the granting of overflight rights.

HISTORICAL ROLE

Throughout its history, the Marine Corps has lead in developing innovative and successful military concepts. These concepts have helped the Marines and their sister Services to win the Nation's battles and wars. The Marine Corps success in developing into the Nation's premier expeditionary force has its roots in decades of innovative thought, bold experiments, and constant training.

The Marine Corps was established in 1775 to provide landing forces (LFs) for Navy ships. Throughout its first 150 years of existence the Marine Corps provided Marines for ships detachments and temporary battalions and brigades formed from ships detachments and Marine Barracks to provide LFs to the fleet during naval expeditions. These forces conducted expeditionary operations throughout the world such as—

- Seizing New Providence in the Bahamas from the British (1776).
- Raising the United States flag over a foreign city for the first time when Lieutenant O'Bannon and eight Marines, leading a rag-tag force of Arabs and mercenaries, captured the Tripolitan city of Derna (1805).
- Accompanying Commodore Perry as he opened Japan to trade with the world (1854).

- Conducting an amphibious assault on Fort Fisher in the Civil War (1865).
- Landing at Guantanamo Bay during the Spanish American War (1898).

Marines participated with Army forces in sustained combat operations as in the capture of Mexico City (1847) and in the Meuse-Argonne offensive during World War I (1918). Marines also conducted other special missions as directed by the President, such as the capture of John Brown at Harper's Ferry (1859) and the defense of the American Legation in Peking during the Boxer Rebellion (1900). Deployed in MOOTW, Marines performed constabulary and nation building duties in the Philippines, Cuba, Nicaragua, and Haiti (1899-1934).

In the years between World War I and World War II, the Marines, building on their long experience as an expeditionary force from the sea, created the concept of modern amphibious warfare. The Marines studied past operations, experimented with new equipment such as landing craft and amphibious assault vehicles, and conducted innovative amphibious exercises with the fleet. These efforts resulted in the doctrine and new tactics, techniques, and procedures in amphibious warfare that were instrumental in winning in the European and Pacific theaters of war during World War II. Not only was this new concept of amphibious warfare displayed at Tarawa, Saipan, and Iwo Jima, the landings at North Africa, Sicily, Salerno, and Normandy were also a direct result of the conceptual effort of the Marines. Lessons learned from World War II operations were applied in the masterful Inchon landing during the Korean War (1950), and the continued evolution of amphibious operations enabled Marine Corps expeditionary operations through the end of the 20th century.

The Marine Corps concept of creating expeditionary combined arms forces that exploited the synergy of task-organized Marine aviation, ground combat forces and combat service support, was codified by the National Security Act of 1947. The MAGTF concept was soon tested in combat with the rapid deployment and highly successful operations of the 1st Marine Brigade (Provisional) in the early days of the Korean War. This MAGTF was rapidly formed and deployed and was instrumental in stopping the North Korean's offensive to drive United States forces from Korea. The 1st Marine Brigade's defense of the Pusan Perimeter enabled the decisive Inchon landing that led to the defeat and expulsion of the North Koreans. Public Law 416 passed by the 82nd Congress in 1952 further solidified the nature of the MAGTF. This law ensured that the Marine Corps would be organized with three aircraft wings and three combat divisions.

Throughout the 1940s and 1950s, the Marines led the way in developing concepts of employment for the helicopter, using this new technology to rapidly move troops, supplies, and evacuate casualties during the Korean War. The concept of

vertical envelopment added a new dimension not only to the amphibious assault but to a range of military operations soon to be conducted in Algeria (1954-62), the Sinai (1956), and by Marines and the Army in Southeast Asia (1962-75).

Building on the counterinsurgency experiences of Marines in Haiti and Nicaragua, innovative Marines created the combined action platoon (CAP) program in South Vietnam in 1965. This program placed small teams of Marines, led by noncommissioned officers, in the hamlets and villages throughout the Marines' area of operations (AO). These Marines earned the trust of the villagers by living in the village while protecting the people. Marines led and trained the local people's defense forces, learned the language and customs of the villagers, and were very successful in denying those areas under their control to the enemy. The CAP program became a model for success in countering insurgencies. Many of the lessons learned from the CAP program were emulated in various peace enforcement and humanitarian assistance operations Marines have performed over the last decade, such as Operation Provide Comfort in Northern Iraq (1991) and Operation Restore Hope in Somalia (1992-93).

Following the Vietnam War and military operations such as the ill-fated Iranian rescue mission, Operation Urgent Fury in Grenada, and peace enforcement in Beirut in the 1970s and early 1980s, Congress mandated several important changes in the way that joint forces conducted military operations. The Goldwater-Nichols Department of Defense Reorganization Act of 1986 defined the responsibilities of the Chairman of the Joint Chiefs of Staff, Service chiefs, and combatant commanders and provided the authority to perform them. The law fundamentally changed the way the Department of Defense operated by distinguishing between the operational contributions of the Services and those of the combatant commands. At the operational and tactical levels, the Services were to provide forces to the joint force commander who would then exercise command in operations. This combination of air, ground, and sea forces closely mirrored the organization of the MAGTF. Accordingly, Marines experienced no difficulty in understanding and adapting to joint operations. After all, the MAGTF was the precursor to the functionally oriented joint force. The joint operations concept was validated in Operation Just Cause in Panama (1989) and Operation Desert Shield/Desert Storm in the Persian Gulf (1990-91).

The inability of the Nation to rapidly deploy large numbers of heavy forces to the Middle East in the 1970s and 1980s provided the impetus to the Marine Corps to develop and refine the MPF concept. The Marines helped the Navy design the ships of the maritime pre-positioning ships squadrons (MPSRON), identifying the key requirements and features necessary to provide rapid loading and unloading, adequate storage, and supply capacity. The Marines developed and

tested the organization of the squadrons and those Marine units that would execute the loading, maintenance, and off loading of the maritime pre-positioning ships (MPS). The MPFs concept has been validated with the extremely successful employment of MPF in combat operations during Operation Desert Shield/Desert Storm, and in humanitarian assistance operations such as Operation Sea Angel in Bangladesh (1991) and Operation Restore Hope in Somalia (1992-93). This concept has provided the combatant commanders with a very flexible capability to rapidly deploy and sustain robust combat and humanitarian forces throughout the littorals.

Maneuver warfare is the Marine Corps warfighting philosophy and forms the basis for the concept of expeditionary maneuver warfare. During the late 1970s and the 1980s Marines embraced the theory of maneuver warfare and developed their own institutional approach to maneuver warfare. This process of debate, discussion, and experimentation culminated in the publication of Fleet Marine Force Manual 1, *Warfighting*. This seminal document subsequently provided the foundation for the training and education of Marine leaders who conducted maneuver warfare with great success in Operation Desert Storm. *Warfighting* was followed by a series of doctrinal publications that provided further guidance on the theory and nature of strategy, campaigning, and tactics in maneuver warfare.

The continued development of new concepts and doctrine, along with the refining of accepted doctrine, will help ensure that the Marine Corps provides the Nation with a balanced force in readiness to conduct expeditionary operations in a dangerous and uncertain world.

THE CHARACTER OF MODERN CONFLICT

Despite (or perhaps as a result of) the victory of the United States in the Cold War, the world is characterized by crisis and disorder. Instead of the relative certainty provided by the bi-polar world of the United States and the Union of Soviet Socialist Republics, the world now has a single super power—the United States—and several regional powers. This has led to regional competition in many areas of the world and new threats of terrorism and international organized crime have taken on more menacing dimensions. Burgeoning populations in emerging nations are threatened by famine, shortages of natural resources, and disease, and are particularly vulnerable to natural disasters. All of these factors combine to create an environment where United States military forces are constantly challenged to accomplish multidimensional missions. Marines may be conducting combat, peace enforcement, and humanitarian assistance operations simultaneously within an emerging nation in an austere theater or a major metropolitan city in the littorals.

OPERATIONAL ENVIRONMENT

The environment where Marines will operate in the next decade reflects the changing character of modern conflict. While the Marine Corps has participated in some combat in urban areas such as Inchon and Seoul in the Korean War, Santo Domingo in the Dominican Republic (1965), Hue in the Vietnam War (1968), and Mogadishu in Somalia (1992-93), most Marine Corps combat operations have taken place in isolated unpopulated settings. The growth of cities along the world's littorals means Marines must be prepared to conduct a range of operations in heavily populated urban areas and that civilians and other noncombatants will be an ever-increasing concern to the commander. While fighting and winning the Nation's battles will ever be the focus of the Marine Corps, commanders must be able to successfully conduct a wide variety of missions against diverse and ever-changing threats while under a myriad of political constraints and restraints and while operating under joint or multinational command.

Threat Dimension

As the nature of modern conflict evolves so does the nature of the threat that the Nation and Marine Corps forces face. No longer are Marines only concerned with defeating Soviet or their proxy forces. Marines must be able to face threats that include natural or man-made disasters such as famine or disease, transnational criminals such as drug cartels and weapon smugglers, terrorists, and insurgents, as well as soldiers in the armies of the Nation's foes.

The national armed forces of regional powers continue to be a major threat to world peace. Regional powers and smaller nations continue to field large and relatively competent forces. These forces will continue to modernize their equipment to take advantage of technological advancements and to challenge United States strengths in information technology, intelligence gathering and targeting, and precision strike capabilities. United States forces must remain focused on the challenge of defeating these near peer competitors and regional powers to protect the Nation's interests.

Nonstate actors are those individuals or forces that perform criminal acts of terrorism, drug production and smuggling or conduct guerrilla warfare for personal gain or to achieve the nonlegitimate goals of their organization or cause. In some cases nations support or hire these nonstate actors to achieve their national goals.

Transnational entities conduct a wide variety of activities to threaten United States interests and security abroad and at home. These include terrorism, drug

smuggling and production, illegal arms trading, organized international crime, and environmental terrorism. Disasters such as famine and disease, coupled with war and ethnic strife, result in migrations of refugees that overwhelm the resources of the gaining countries. International assistance is often the only recourse to alleviate the suffering of the refugees and prevent the gaining countries from closing their borders.

To succeed against United States forces, the enemy must be smart and flexible. Adversaries will develop forces, tactics, and equipment that will seek to attack perceived United States weaknesses and avoid strengths. These asymmetrical operations will require forces that can change tactics and organizations in anticipation of or in response to a new situation. For example, such an enemy force would conduct conventional force operations during early stages of a crisis while United States forces are deploying and the enemy has temporary superiority of forces. Once the United States has achieved conventional superiority in the AO, the enemy would then quickly adapt and conduct nonconventional operations, such as guerrilla warfare, terrorist attacks, and psychological operations.

Adversaries will conduct operations to set the conditions that lead to accomplishing their national or organizational objectives. They will try to change the nature of the conflict or employ capabilities that they believe the United States will have difficulties countering. Adversaries will attempt to shape the situation by—

- Conducting force-oriented operations against United States forces and coalition partners to create casualties.
- Denying or disrupting United States forcible entry operations.
- Avoiding decisive battles to preserve their forces and prolong the conflict.
- Conducting asymmetrical operations.
- Forming political and military coalitions to limit United States operations.

Adversaries will attempt to prolong the conflict while using terrorism and other attacks to erode international support, alliance cohesion, and the will to fight once United States forces arrive in the crisis area. Use of the media and other information operations to portray United States forces as aggressors, the use of noncombatants to garner world sympathy, and the fear generated by terrorism or the threat of employment of weapons of mass destruction are only some of the ways that an intelligent enemy can shape the situation. By turning world and United States' public opinion against the policies and practices of an alliance or international organization such as the North Atlantic Treaty Organization or the United Nations, the enemy can neutralize or eliminate United States military involvement in a crisis.

Political Dimension

The President identifies the United States security objectives in the *National Security Strategy*, establishing the Nation's broad political, economic, and military interests in peace and war. The *National Military Strategy* supports the national security strategy by translating strategic political and economic objectives into national military objectives and tasks. These objectives and tasks protect and promote United States national interests. Current national military objectives are to *promote peace and stability* and, when necessary, to *defeat adversaries* who threaten the United States, national interests or allies. These objectives drive strategic tasks: *shape* the international environment and create conditions favorable to United States interests and global security; *respond* to the full spectrum of crises; and *prepare* now for an uncertain future.

United States military forces accomplish the national military objectives and tasks through the four strategic concepts of *strategic agility*, *overseas presence*, *power projection*, and *decisive force*. The Nation's forward-deployed naval forces, together with forward and United States-based forces from all the Services, combine to meet the requirements of conflicts and can operate across the full range of military operations.

Levels of War

The highest level is the strategic. Strategy involves establishing goals, assigning forces, providing assets, and imposing conditions on the use of force. Strategy derives from political and policy objectives and is the sole authoritative basis for military operations. The strategic level of war involves the art of winning wars and maintaining the peace.

The next level—operational—links the strategic and tactical levels. It includes deciding when, where, and under what conditions to engage the enemy in battle. The operational level of war is the art and science of winning campaigns.

The final level of war is the tactical. Tactics are the concepts and methods used to accomplish a particular mission in either combat or MOOTW. In war, tactics focus on applying combat power to defeat an enemy force. The tactical level of war involves the art and science of winning engagements and battles to achieve the objectives of the campaign.

The distinctions between the levels of war are rarely clear and often overlap in practice. Commanders may operate at multiple levels simultaneously. In MOOTW, small unit leaders may conduct tactical actions that have operational and even strategic consequences.

Range of Military Operations

Conflict can take a variety of forms ranging from general war, such as a global conflict between major powers, all the way down to MOOTW where violence is limited and combat forces may not be needed. This range may be characterized by two major categories:

A major theater war is the employment of large joint and multinational forces in combat operations to defeat an enemy nation, coalition or alliance. Operation Desert Storm is an example of a major theater war.

A smaller-scale contingency normally encompasses a wide range of naval, joint or multinational operations in small wars and MOOTW. Peace enforcement operations in the Balkans and humanitarian assistance operations are examples of smaller-scale contingencies.

THE NATIONAL SECURITY STRUCTURE

The Marine Corps' involvement in national security has its foundation in law. The National Security Act of 1947 unified the defense establishment, assigned roles, missions, and functions among major Department of Defense agencies, including the Joint Chiefs of Staff, Military Services, and combatant commands.

National Command Authorities

The National Command Authorities include the President and the Secretary of Defense or their duly deputized alternates or successors. They exercise authority over the Armed Forces through combatant commanders and the Secretaries of the Military Departments and the chiefs of the Services for those forces not assigned to the combatant commanders. The National Command Authorities translate policy into national strategic military objectives.

The Chairman of the Joint Chiefs of Staff

In accordance with Title 10, United States Code, Sections 151 and 153, the Chairman of the Joint Chiefs of Staff assists the President and the Secretary of Defense in providing strategic direction of the Armed Forces. His responsibilities include—

- Presiding over the Joint Chiefs of Staff.
- Acting as the spokesman for the combatant commanders.
- Preparing military strategy, assessments, and strategic plans.
- Providing for the preparation and review of joint operation plans.
- Providing military guidance to the Services in preparation of their detailed plans.

The Joint Chiefs of Staff

The Joint Chiefs of Staff consists of the Chairman of the Joint Chiefs of Staff, the Vice Chairman, and the four Service chiefs. Joint Chiefs of Staff members advise the National Command Authorities upon their request or when a member recognizes a matter of national security that merits being addressed. When the Chairman advises the President, National Security Council or the Secretary of Defense, any member may submit advice or an opinion in disagreement with that of the Chairman in addition to the advice provided by the Chairman. Duties of the members take precedence over all their other duties as Service chiefs.

UNIFIED ACTION

Unified action is a generic term that refers to a broad scope of activities (including the synchronization of activities with governmental and nongovernmental agencies) taking place within unified commands, sub-unified commands, or joint task forces under the overall direction of the commanders of those commands. The national military strategy calls for the Marine Corps to act as part of fully interoperable and integrated joint forces. The joint force commander synchronizes the employment of Marine Corps forces with that of the other Services to fully exploit the capabilities of the joint force and to effectively and efficiently accomplish the mission.

Joint Operations

Joint operations are operations that include forces of two or more Military Departments under a single commander. Joint force commanders use joint forces within their AOs to participate in engagement activities and to conduct military operations in support of the geographic combatant commanders' contingency and war plans. Combatant commanders and their staffs are responsible for preparing plans for engagement with other nations and their forces throughout the theater. They also must prepare and maintain contingency and war plans for their theater of operations.

Engagement is the use of military forces to contribute to regional stability, reduction of potential conflicts, and the deterrence of aggression. Engagement activities are pro-active, conducted at home and abroad, that take advantage of opportunities to shape the international security environment. They include overseas presence, forward deployment, foreign internal development, and alliance and coalition training and exercises.

Contingency plans are plans for major contingencies that can reasonably be expected to occur within the theater of operations. Contingency planning can be deliberate or can be conducted under time constraints in crisis action planning. Contingency plans differ from operation plans as they are in an abbreviated format and require significant time or considerable expansion or alteration to convert them to operation plans or orders. War plans are completed operation plans for major contingencies such as major theater wars.

One of the techniques the combatant commanders and their staffs employ in contingency and war planning is flexible deterrent options. These are tailored military forces and operations designed to effectively and efficiently accomplish an anticipated mission or meet an unexpected contingency. Joint planners use flexible deterrent options within a planning framework intended to facilitate early decision and rapid response by laying out a range of forces and capabilities to be employed by the combatant commanders to accomplish particular missions. Flexible deterrent options are carefully tailored to send the right signal to the threat and the United States and world public. These options should include the minimum military force necessary to accomplish the objectives and the coordinated use of economic, diplomatic, and political actions appropriate to the particular situation. For more on Marine Corps participation in joint operations see chapter 3.

Multinational Operations, Alliances, and Coalitions

Although the United States may act unilaterally when the situation requires, it pursues its national interests through alliances and coalitions when possible. Alliances and coalitions can provide larger and more capable forces, share the costs of the operation, and enhance the legitimacy of the operation in world and United States public opinion. Multinational operations are usually conducted within the structure of an alliance or coalition. Alliances normally have established agreements for long term objectives, developed contingency plans, and standardized some equipment and procedures to ease interoperability. Coalitions are normally established for shorter periods or for specific multinational operations. They normally do not have established procedures or standardized equipment.

However organized, multinational operations normally involve complex cultural issues, interoperability challenges, conflicting national command and control procedures, intelligence sharing, and other support problems. Even long established alliances experience some degree of these obstacles. Unity of command is difficult to achieve in multinational operations. To compensate for this, commanders concentrate on obtaining unity of effort between the participating national forces. Consensus building is the key element in building

unity of effort in multinational operations. Multinational operations command and control is usually based on parallel or lead nation command and control structures. Parallel command requires coordinated political and senior military leadership to make decisions and transmit their decisions through existing chains of command to their deployed forces. This is the simplest to establish but limits tempo. Lead nation command and control requires that one nation (usually the one providing the preponderance of forces or capabilities) provides the multinational force commander and uses that nation's command and control system. Other nations' forces are then assigned as subordinate forces. Normally, this structure requires some integration of national staffs.

Multinational commanders must be prepared to accommodate differences in operational and tactical capabilities by nations within the combined force. The commander's intentions, clear guidance, and plans must be articulated to avoid confusion that might occur due to differences in doctrine and terminology. Detailed planning, wargaming, exchange of standing operating procedures and liaison officers, and rehearsals help to overcome procedural difficulties between nations. Finally, the commander should ensure that the missions assigned to nations within the multinational force reflect the specific capabilities and limitations of each national contingent. Mission success should not be jeopardized because of unrealistic expectations of the capabilities or political will of member forces.

ROLES AND FUNCTIONS

Roles are the broad and enduring purposes for which the Services and USSOCOM were established by Congress by law. Missions are the tasks assigned by the President or Secretary of Defense to the combatant commanders. Functions are specific responsibilities assigned by the President and Secretary of Defense to enable the Services to fulfill their legally established roles. Various laws, directives, and manuals establish the roles and functions of the Marine Corps and describe the general composition and responsibilities of the Marine Corps. The key sources are Title 10, United States Code, *Armed Forces*; Goldwater-Nichols Department of Defense Reorganization Act of 1986; Department of Defense Directive 5100.1, *Functions of the Department of Defense and Its Major Components*; and the Marine Corps Manual.

Title 10, United States Code, *Armed Forces*

Chapter 507, Section 5063 details the Marine Corps' composition and functions. The Marine Corps—

- Shall be organized to include not less than three combat divisions and three aircraft wings, and other organic land combat forces, aviation, and services.

- Shall be organized, trained, and equipped to provide Fleet Marine Forces of combined arms, together with supporting aviation forces, for service with the fleet in the seizure and defense of advanced naval bases and for the conduct of such land operations as may be essential to the prosecution of a naval campaign.
- Shall provide detachments and organizations for service on armed vessels of the Navy, shall provide security detachments for the protection of naval property at naval stations and bases, and shall perform such other duties as the President may direct. These additional duties may not detract from or interfere with the operations for which the Marine Corps is primarily organized.
- Shall develop, in coordination with the Army and Air Force, those phases of amphibious operations that pertain to the tactics, techniques, and equipment used by landing forces.
- Is responsible, in accordance with integrated joint mobilization plans, for the expansion of the peacetime components of the Marine Corps to meet the needs of war.

Goldwater-Nichols Department of Defense Reorganization Act of 1986

Salient features of the act are the—

- Service chiefs (Chief of Staff of the Army, Chief of Naval Operations, Chief of Staff of the Air Force, and Commandant of the Marine Corps) are responsible for organizing, training, and equipping Service forces, while combatant commanders are responsible for the planning and execution of joint operations.
- Chairman of the Joint Chiefs of Staff is the *principal* military advisor to the President, National Security Council, and the Secretary of Defense. While he outranks all other officers of the Armed Forces, he does not exercise military command over the combatant commanders, Joint Chiefs of Staff, or any of the Armed Forces.
- Joint Staff is under the exclusive direction of the Chairman of the Joint Chiefs of Staff. It is organized along conventional staff lines to support the Chairman and the other members of the Joint Chiefs of Staff in performing their duties. The Joint Staff does not function as an overall Armed Forces General Staff and has no executive authority.
- Operational chain of command is clearly established from the President through the Secretary of Defense to the combatant commanders.

Department of Defense Directive 5100.1, *Functions of the Department of Defense and its Major Components*

This directive defines the primary functions of the Marine Corps. Among these primary functions are to—

- Organize, train, equip, and provide Marine Corps forces to conduct prompt and sustained combat operations at sea, including sea-based and land-based aviation. These forces will seek out and destroy enemy naval forces, suppress enemy sea commerce, gain and maintain general naval supremacy, control vital sea areas, protect vital sea lines of communications, establish and maintain local superiority in an area of naval operations, seize and defend advanced naval bases, and conduct land, air, and space operations essential to a naval campaign.
- Provide Marine Corps forces of combined arms for service with the Navy to seize and defend advanced naval bases and to conduct land operations necessary for a naval campaign. In addition, the Marine Corps shall provide detachments and organizations for service on armed vessels of the Navy and provide security detachments for naval stations and bases.
- Organize, equip, and provide Marine Corps forces to conduct joint amphibious operations. The Marine Corps is responsible for the amphibious training of all forces assigned to joint amphibious operations.
- Organize, train, equip, and provide forces for reconnaissance, antisubmarine warfare, protection of shipping, aerial refueling, and minelaying operations.
- Organize, train, equip, and provide forces for air and missile defense and space control operations.
- Provide equipment, forces, procedures, and doctrine to conduct and support electronic warfare.
- Organize, train, equip, and provide forces to conduct and support special operations.
- Organize, train, equip, and provide forces to conduct and support psychological operations.

Functions to be accomplished together with other Services include develop—

- The doctrine, procedures, and equipment of naval forces for amphibious operations and the doctrine and procedures for joint amphibious operations.
- The doctrine, tactics, techniques, and equipment employed by landing forces in amphibious operations. The Marine Corps has primary responsibility for the development of landing force doctrine, tactics, techniques, and equipment that are of common interest to the Army and the Marine Corps.

- Doctrine, procedures, and equipment of interest to the Marine Corps for airborne operations not provided for by the Army.
- Doctrine, procedures, and equipment employed by Marine Corps forces in the conduct of space operations.

In addition to the above functions, the Marine Corps will perform such other duties as the President or the Secretary of Defense may direct. However, these additional duties must not detract from or interfere with the operations which the Marine Corps is primarily organized. These functions do not contemplate the creation of a second land army. Finally, the directive describes collateral functions of the Marine Corps to train its forces to—

- Interdict enemy land and air forces and communications through operations at sea.
- Conduct close air and naval support for land operations.
- Furnish aerial photography for cartographic purposes.
- Participate in the overall air effort, when directed.
- Establish military government, as directed, pending transfer of this responsibility to other authority.

Marine Corps Manual

The Marine Corps Manual adds three more functions. The Marine Corps shall—

- Maintain a Marine Corps Forces Reserve for the purpose of providing trained units and qualified individuals to be available for active duty in the Marine Corps in time of war or national emergency and at such other times as the national security may require.
- Provide Marine Corps officer and enlisted personnel in support of the Department of State security program overseas.
- Organize Marine Corps aviation, as a collateral function, to participate as an integral component of naval aviation in the execution of such other Navy functions as the fleet commanders may direct.

COMMANDANT OF THE MARINE CORPS

The Commandant has two vital functions—as a member of the Joint Chiefs of Staff and as Marine Corps Service Chief. His duties as a member of the Joint Chiefs of Staff take precedence over all other duties.

As a Joint Chiefs of Staff member, the Commandant may submit his advice or opinion to the Chairman of the Joint Chiefs of Staff when it is in disagreement

with or provides additional insight to the Chairman of the Joint Chiefs of Staff's point of view. When the Chairman of the Joint Chiefs of Staff submits his advice or opinion to the President, the National Security Council, and the Secretary of Defense, the Chairman of the Joint Chiefs of Staff is obligated to submit any additional input from the Commandant or other members of the Joint Chiefs of Staff. When the Commandant is acting in his capacity as a military adviser, he may provide advice to the President, the National Security Council, and the Secretary of Defense when his opinion is requested.

The Commandant may make recommendations to Congress relating to the Department of Defense, providing he has informed the Secretary of Defense prior to the meeting with Congress. The Commandant will attend the regularly scheduled meetings of the Joint Chiefs of Staff. As long as his independence as a member of the Joint Chiefs of Staff is not impaired, the Commandant will keep the Secretary of the Navy informed of military advice given by the other members of the Joint Chiefs of Staff on matters that impact the Department of the Navy.

As the Service chief, the Commandant is subject to the authority, direction, and control of the Secretary of the Navy. He is directly responsible for the administration, discipline, internal organization, training, requirements, efficiency, and readiness of the Marine Corps. He is also responsible for the Marine Corps' materiel support system and accountable for the total performance of the Marine Corps.

ORGANIZATION AND STRUCTURE

The Marine Corps' organization consists of Headquarters, U.S. Marine Corps; the operating forces; the supporting establishment; and the Marine Corps Forces Reserve. See figure 1-1 on page 1-18.

Headquarters, U.S. Marine Corps

The Commandant presides over the daily activities of Headquarters, U.S. Marine Corps. Headquarters, U.S. Marine Corps provides staff assistance to the Commandant by—

- Preparing the Marine Corps for employment. This is accomplished through recruiting, organizing, supplying, equipping (including research and development), training, servicing, mobilizing, demobilizing, administering, and maintaining the Marine Corps.
- Investigating and reporting on the efficiency of the Marine Corps and its preparation to support military operations by combatant commanders.

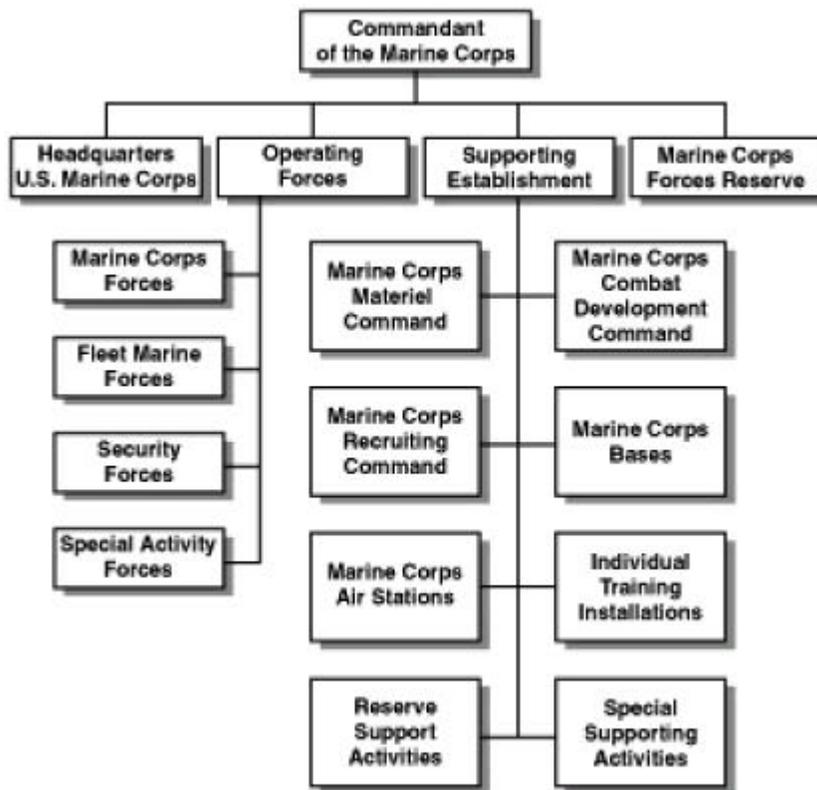


Figure 1-1. Marine Corps Organization.

- Preparing detailed instructions for the execution of approved plans and supervising the execution of those plans and instructions.
- Coordinating the actions of organizations of the Marine Corps.
- Performing such other duties, not otherwise assigned by law, as may be prescribed by the Secretary of the Navy or the Commandant.

Operating Forces

Assigned Marine Corps Forces

All Marine Corps combat, combat support, and combat service support units are part of the assigned Marine Corps forces. Normally, these forces are task-organized for employment as MAGTFs.

The Secretary of Defense “Forces for Unified Commands” memorandum assigns designated Marine Corps operating forces to Commander in Chief, U.S. Joint Forces Command (USCINCFJCOM) and Commander in Chief, U.S. Pacific Command (USCINCPAC). USCINCFJCOM exercises combatant command (command authority) or COCOM of II Marine Expeditionary Force (MEF) through the Commander, Marine Corps Forces, Atlantic (COMMARFORLANT). COMMARFORLANT has Service component responsibilities to USCINCFJCOM, U.S. Commander in Chief, Europe (USCINCEUR), and Commander in Chief, U.S. Southern Command (USCINCSO) as COMMARFORLANT, Commander, Marine Corps Forces, Europe (COMMARFOREUR), and Commander, Marine Corps Forces, South (COMMARFORSOUTH) respectively. USCINCPAC exercises COCOM of I and III MEF through the Commander, Marine Corps Forces, Pacific (COMMARFORPAC). COMMARFORPAC is also the Service component commander for Commander in Chief, U.S. Central Command (USCINCCENT) as Commander, Marine Corps Forces, Central (COMMARCENT). In addition to his Service component responsibilities for USCINCPAC and USCINCCENT, COMMARFORPAC has multiple responsibilities in Korea. He exercises Service component responsibilities over Marine Corps forces as Commander, U.S. Marine Corps Forces - Korea (COMUSMARFOR-K). He also exercises functional component responsibilities as Commander, Combined Marine Forces Command (COMCMFC). These assignments reflect the peacetime disposition of Marine Corps forces. MEFs are apportioned to the geographic combatant commanders for contingency planning and are provided to these combatant commands when directed by the Secretary of Defense.

Assigned Marine Corps forces are commanded by a combatant command-level Marine Corps component commander. He is responsible for—

- Training and preparing Marine Corps forces for operational commitment commensurate with the strategic situation and the combatant commander’s requirements.
- Advising the combatant commander on the proper employment of Marine Corps forces, participating in associated planning, and accomplishing such operational missions as may be assigned.
- Providing Service administration, discipline, intelligence, and operational support for assigned forces.
- Identifying requirements for support from the Marine Corps supporting establishment.
- Performing such other duties as may be directed.

Fleet Marine Forces

Fleet Marine Forces units serve with Navy fleets in the seizure or defense of advanced naval bases and in the conduct of such land operations as may be essential to the prosecution of naval operations in support of the joint campaign. When assigned, Fleet Marine Force units are commanded by the Commanding Generals, Fleet Marine Force, Atlantic, Europe, South, or Pacific.

When the combatant commander tasks the Marine Corps component commander to provide assigned Marine Corps forces to the Navy component commander, the combatant command-level Marine Corps component commander CHOPs (change of operational control) MAGTFs and designated forces from Marine Corps forces to the Navy component commander. These Fleet Marine Forces then serve with a numbered fleet or for naval operations and other commitments; e.g., deployed Marine expeditionary units (MEUs).

The relationship between Marine Corps forces and the Fleet Marine Force reflects the roles and functions of the Marine Corps. The Marine Corps has separate responsibilities to provide forces for use by the combatant commanders—*Marine Corps forces*—and by Navy operational commanders—*Fleet Marine Forces*. See figure 1-2.

Security Forces

The 4th Marine Expeditionary Brigade (MEB) (Antiterrorism (AT)) provides the unified combatant commanders with a rapidly deployable and sustainable specialized antiterrorism force to *deter, detect, and defend against terrorist actions and conduct initial incident response* to combat the threat of terrorism worldwide. The 4th MEB (AT) provides the following capabilities:

- Chemical, biological, radiological, nuclear, and high explosive incident response.
- Physical and electronic security.
- Integrated vulnerability assessment and threat analysis.
- Explosive ordnance detection and disposal.
- Lethal and nonlethal weapons employment and training.
- Urban search and rescue.
- Physical security and antiterrorism/force protection training.

The 4th MEB (AT) deploys a forward command element (CE)/assessment team within 6 hours of notification and maintains a task-organized antiterrorism/incident response MAGTF on 12-hour alert. The entire MEB (AT) can deploy within

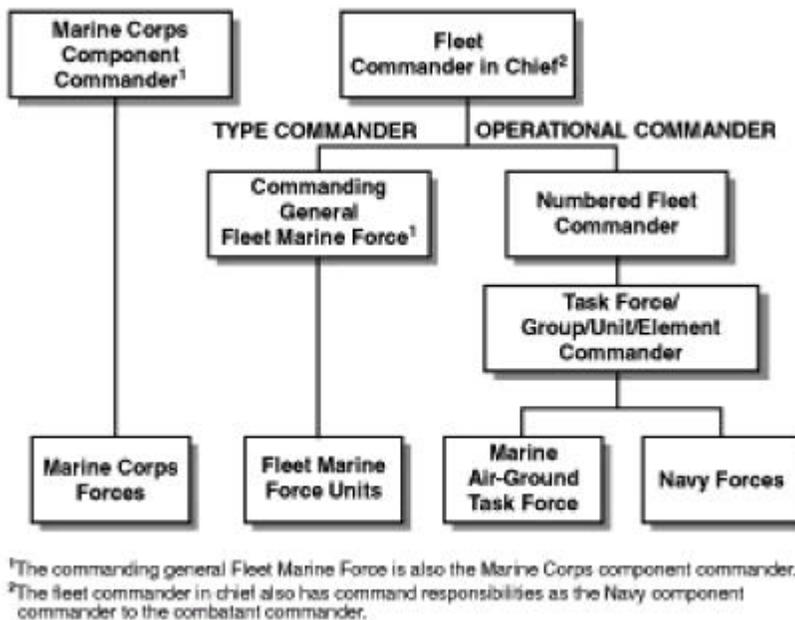


Figure 1-2. Marine Corps Forces and Fleet Marine Force Relationship.

72 hours of notification. It may include an air contingency battalion/antiterrorism battalion, a Chemical/Biological Incident Response Force, Marine Corps Security Force Battalion elements, and Marine Security Guard Battalion elements.

The Marine Corps Security Force Battalion provides armed antiterrorism and physical security trained forces to designated naval installations, vessels or units. The Battalion’s Fleet Antiterrorism Security Team (FAST) companies provide Fleet Commanders in Chief (CINCs) and Fleet Commanders forward-deployed FAST platoons for responsive short-term security augmentation of installations, ships or vital naval and national assets when force protection conditions have been elevated beyond the capabilities of the permanent security forces. Marine Corps Security Force Battalion companies operate under operational control (OPCON) of the designated Navy commanding officer and under the administrative control (ADCON) of the Commandant of the Marine Corps through the Commanding General, Fleet Marine Force, Atlantic.

Special Activity Forces

Special activity forces provide security or services or perform other certain special type duties for agencies other than the Department of the Navy. Assignment of personnel to and the mission of these forces are specified by the

supported agency and approved by the Commandant. The Marine Corps provides Marines from the Marine Security Guard Battalion to meet the security guard detachment requirements at foreign service posts throughout the world. The Marine security guard detachment mission is to provide internal security services to selected Department of State embassies, consulates, and legations to prevent the compromise of classified material and equipment and protect United States citizens and government property. Marine security guard detachments operate under the OPCON of the Secretary of State and under the ADCON of the Commandant of the Marine Corps via the Commander, Marine Corps Forces, Atlantic/Commanding General 4th MEB (AT).

Supporting Establishment

The supporting establishment assists in the training, sustainment, equipping, and embarkation of deploying forces. The supporting establishment includes—

- Marine Corps Materiel Command.
- Marine Corps Combat Development Command.
- Marine Corps Recruiting Command.
- Marine Corps bases.
- Marine Corps air stations.
- Individual training installations.
- Reserve support activities.

Marine Corps Forces Reserve

Marine Corps Forces Reserve is an integral part of *Marine Corps Total Force*. It is organized, trained, and equipped under the direction of the Commandant and commanded by the Commander, Marine Corps Forces Reserve. The Commander, Marine Corps Forces Reserve provides trained and qualified units and individuals to be available for active duty in time of war, national emergency, and at such other times as the national security may require. In recent years, the Marine Corps Forces Reserve has been increasingly called upon to provide peacetime operational support. This operational support enhances the entire Marine Corps' operational readiness and reduces the strain of the operational tempo on the active forces. Marine Corps Forces Reserve also maintains close contact with the American people through community outreach and operates reserve training centers that ensure forces are ready in the event of mobilization.

Like the active forces, it is a combined arms force with balanced ground, aviation, and combat service support units. The Marine Corps Forces Reserve includes a division, wing, and force service support group and unique capabilities such as civil affairs groups, aviation aggressor squadrons, and air-naval gunfire liaison companies. Reserve units routinely exercise with the active forces and are assigned operational responsibilities. Marine Corps Forces Reserve units and individuals are available for employment on short notice after mobilization and any required refresher training. They can provide augmentation, reinforcement or reconstitution of regular Marine Corps forces to satisfy mission requirements. The Marine Corps Forces Reserve shares the same commitment to expeditionary readiness as the active duty Marine Corps.

MARINE CORPS ETHOS

The Marine Corps' most important responsibility is to win the Nation's battles. Winning these battles rests, as it has throughout the Nation's history, on the individual Marine. The Marine Corps must recruit America's finest young men and women and make Marines capable of winning the Nation's battles and becoming outstanding citizens. Accordingly, the institutional focus of the Marine Corps is on how Marines are inculcated with the ethos of the Marine Corps, trained for combat, and equipped with the best possible weapons to win these battles. Marine Corps ethos are based on the core values of *honor*, *courage*, and *commitment*. These values provide a framework for how Marines act and think. Strict adherence to the core values, coupled with rigorous training and education, ensure a Marine Corps that is made up of men and women with intellectual agility, initiative, moral courage, strength of character, and a bias for action.

At the heart of the ethos of the Marine Corps is the belief that every Marine is first a rifleman; specialty skills such as being an aviator, a tanker, a radio operator or a mechanic are secondary. Marines understand that everything they do is ultimately to defeat the enemy. Marines fighting at the forward edge of the battle area (FEBA) are supported by Marines who distribute supplies, repair battle-damaged equipment, and evacuate wounded Marines. There are no "rear area" Marines, as all Marines are expected to drop their wrenches, leave their computers, and pick up their rifles to defend their position or form provisional units to reinforce an attack.

The belief that every Marine is a rifleman is instilled in Marines during their initial training and is continually reinforced through training exercises and formal schooling. All Marine officers attend The Basic School before receiving any military occupational specialty training. Staff noncommissioned officers and noncommissioned officers attend academies designed to promote Marine leadership skills regardless of military occupational specialty. This collective training is critical in ensuring all Marines embrace the Marine Corps ethos.

Marines possess a number of characteristics that contribute to success in all operations. These characteristics, based on the Marine Corps core values include—

- Offensive spirit.
- Loyalty.
- Discipline.
- Mental and physical fitness.
- Tactical and technical proficiency.
- Readiness.
- Expeditionary mindset.
- Selflessness.
- Esprit de corps.

Such characteristics are essential if Marines are to employ the Marine Corps' maneuver warfare philosophy on a chaotic battlefield. Emerging operational concepts like expeditionary maneuver warfare, with its supporting concepts, and the demands of MOOTW can best be accomplished by forces that are completely imbued with the ethos and traditions of the Marine Corps.

By making Marines who embrace this Marine Corps culture and exhibit an expeditionary mindset, building on a history of innovation and experimentation to develop new warfighting concepts, and capitalizing on emerging technologies, the Marine Corps continues to be the Nation's expeditionary force in readiness.

CHAPTER 3

Marine Corps Forces

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"I have just returned from visiting the Marines at the front, and there is not a finer fighting organization in the world."

—General Douglas MacArthur, USA

The Marine Corps organizes its operational forces as Marine Corps components and as MAGTFs to provide task-organized, self-sustaining, multipurpose forces to the joint force or naval expeditionary force. These uniquely organized Marine Corps forces can respond to a wide range of operational and tactical missions and tasks, providing the National Command Authorities with an unmatched combination of deployment and employment options.

MARINE CORPS COMPONENT

The Marine Corps will normally conduct operations as part of a joint force. While the overwhelming majority of operations that Marine Corps forces will be involved with will be joint, there may be instances where Marine Corps forces may conduct single-Service operations. A combatant commander can establish command structure and conduct operations using a single-Service

force. See JP 0-2 and JP 3-0, *Doctrine for Joint Operations*, for more information. Joint forces are constituted with subordinate organizations known as components. Per JP 0-2, the Service forces that comprise the joint force operate as components. Normally a joint force is organized with a combination of Service and functional components. Regardless of how a joint force commander organizes his forces, if Marine Corps forces are assigned, there is a Marine Corps component. There are two levels of Marine Corps components: a Marine Corps component under a unified command and a Marine Corps component under a subordinate unified command or a joint task force. The Marine Corps component commander deals directly with the joint force commander in matters affecting Marine Corps forces. See figure 3-1.

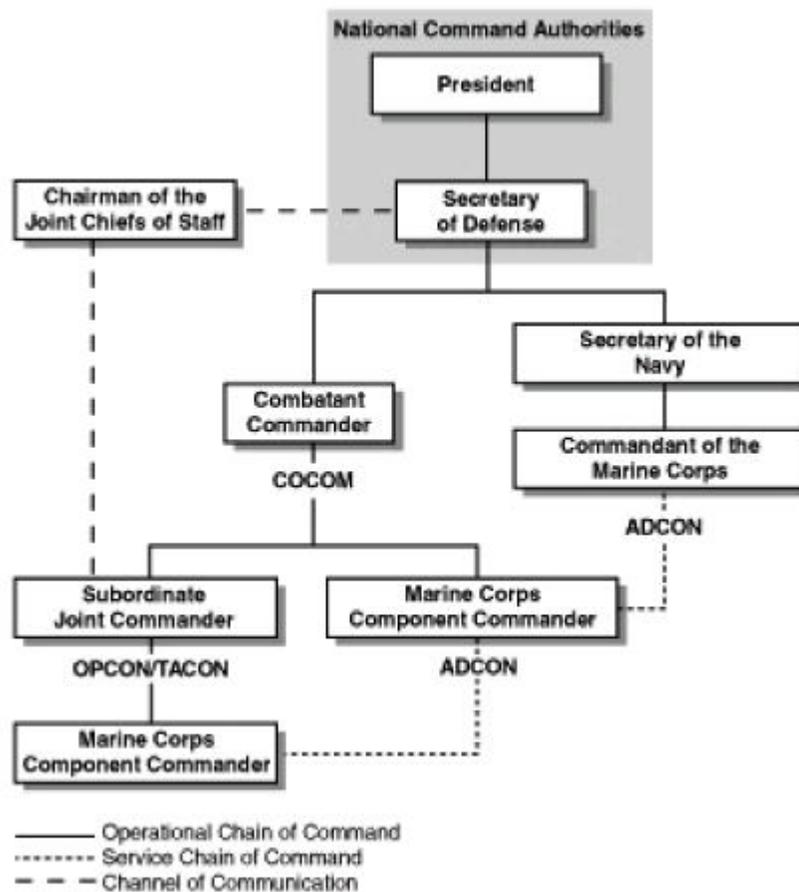


Figure 3-1. Chains of Command and Command Relationships.

The Marine Corps component commander commands, trains, equips, and sustains Marine Corps forces. He sets the conditions for their success in the battlespace. He translates the joint force commander's intent into Marine Corps forces' actions.

Role and Responsibilities to the Commandant

The Marine Corps component commander is responsible for and accountable to the Commandant for the internal discipline, training, and administration of his forces. His responsibilities specifically include—

- Internal discipline and administration.
- Training in Marine Corps doctrine, tactics, techniques, and procedures.
- Logistic functions normal to the command, except as otherwise directed by higher authority.
- Service intelligence matters and oversight of intelligence activities according to current laws, policies, and directives.

While the Marine Corps component commander responds to the joint force commander in the operational chain of command, his component is equipped, manned, and supported by the Commandant through the Service chain of command. The Commandant's relationship with the Marine Corps component commander is through the Service chain—not the operational chain. Unless otherwise directed by the combatant commander, the Marine Corps component commander will communicate through the combatant command on those matters that the combatant commander exercises COCOM or directive authority. On Service-specific matters—personnel, administration, and unit training—the Marine Corps component commander will normally communicate directly with the Commandant, informing the combatant commander as the combatant commander directs.

A combatant command-level Marine Corps component is generally required for a major theater war. A subordinate joint command-level Marine Corps component is normally appropriate for a smaller-scale contingency and MOOTW. MOOTW may occur simultaneously with a major theater war or a smaller-scale contingency.

Role and Responsibilities to a Combatant Commander

There are five combatant command-level Marine Corps components—Marine Corps Forces, Atlantic (MARFORLANT), Marine Corps Forces, Pacific (MARFORPAC), Marine Corps Forces, Europe (MARFOREUR),

MARFORSOUTH, and Marine Corps Forces, United States Central Command (MARFORCENT). Only MARFORLANT and MARFORPAC have assigned forces. COMMARFORLANT is the combatant command-level Marine Corps component commander for the USCINCFJCOM and is assigned as the combatant command-level Marine Corps component commander to both USCINCEUR, and USCINCSO. COMMARFORPAC is the combatant command-level Marine Corps component commander for USCINCPAC, and is designated as the combatant command-level Marine Corps component commander to the USCINCCENT. COMMARFORPAC is also designated as COMUSMARFOR-K to the Commander United States Forces Korea, a subordinate unified commander. See Marine Corps Doctrinal Publication (MCDP) 1-0.1, *Componency*, for more information.

Role and Responsibilities to the Joint Force Commander

The joint force commander conducts campaigns through a series of related operations. He conducts his campaigns by assigning component commanders missions that accomplish strategic and operational objectives. The orientation of the Marine Corps component commander is *normally* at the operational level of war, while the MAGTF commander is *normally* at the tactical level. See figure 3-2. Naturally, there is some overlap. The Marine Corps component commander is normally responsible to set the conditions for Marine Corps tactical operations. These operations include military actions executed by the MAGTF, other assigned or attached Marine Corps forces, and assigned or attached forces from other Services and nations.

A joint force commander organizes his forces to accomplish the assigned mission based on the factors of mission, enemy, terrain and weather, troops and support available, and time available (METT-T), and the concept of operations.

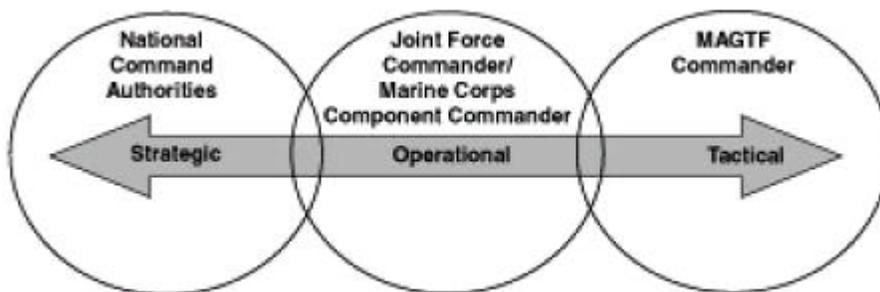


Figure 3-2. Commander's Level of War Orientation.

The organization should provide for unity of effort, centralized planning, and decentralized execution. The joint force commander establishes subordinate commands, assigns responsibilities, and establishes appropriate command and support relationships. He should allow Service tactical and operational assets to function generally as they were designed, trained, and equipped. The intent is to meet the needs of the joint force while maintaining the tactical and operational integrity of the Service organizations. He can organize and conduct operations through Service component commanders, functional component commanders or a combination of the two.

Joint Operations Conducted Through Service Component Commanders

A joint force commander may conduct operations through the Service component commanders. Conducting operations through Service components has certain advantages, including clear and uncomplicated command lines. This relationship is appropriate when stability, continuity, economy, ease of long-range planning, and scope of operations dictate preserving the organizational integrity of Service forces. These conditions apply when most of the required functions in a particular dimension are unique to a single-Service force or when Service force capabilities or responsibilities do not significantly overlap. In addition, Service component commands provide administrative and logistic support for their forces in a joint operation.

When the joint force commander conducts joint operations through Service component commanders, the Marine Corps component commander and the other Service component commanders have command—OPCON and ADCON—of their assigned Service forces. The joint force commander may also establish a support relationship between Service components to facilitate operations. Support is a command authority. A superior commander establishes a support relationship between subordinate commanders when one should aid, protect, complement or sustain the other. The four categories of support are general, mutual, direct, and close. See MCDP 1-0.1, *Componency*.

Joint Operations Conducted Through Functional Component Commanders

A joint force commander may conduct operations through functional components or employ them primarily to coordinate selected functions. Regardless of how the joint force commander organizes his assigned or attached forces, a Marine Corps component is included to provide administrative and logistic support for the assigned or attached Marine Corps forces. See figure 3-3 on page 3-6. Functional components may be established across the range of military operations to

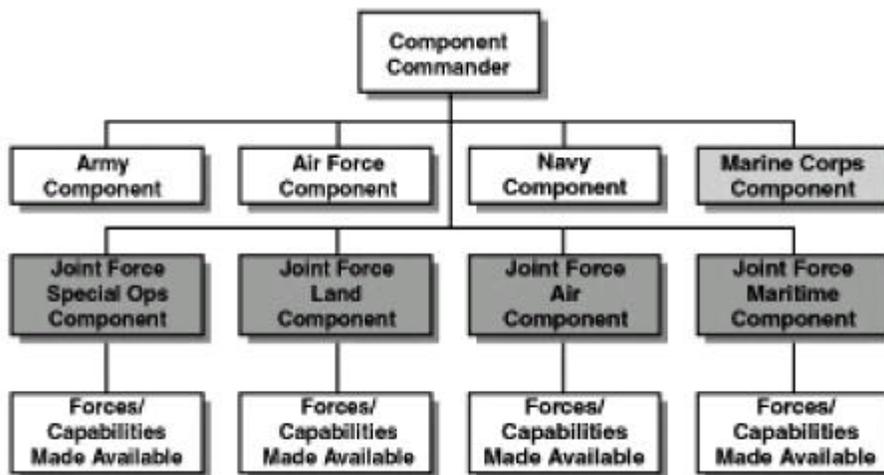


Figure 3-3. Combatant Command Organized by Functional Components.

perform operational missions that may be of short or extended duration. Functional components can be appropriate when forces from two or more Military Departments must operate in the same dimension or medium or there is a need to accomplish a distinct aspect of the assigned mission. *Functional components are components of a joint force and do not constitute a “joint force” with the authorities and responsibilities of a joint force.*

When the joint force commander centralizes direction and control of certain functions or types of joint operations under functional component commanders he must establish the command relationships. The joint force commander must designate the military capability that will be made available for tasking by the functional component commander and the appropriate command relationship(s) the functional component commander will exercise. For example, a joint force special operations component commander normally has OPCON of assigned forces and a joint force air component commander is normally delegated TACON of air defense, long-range interdiction, or long-range reconnaissance sorties or other military capability made available. The policy for the command and control of Marine Corps aviation, specifically covered by the Chairman of the Joint Chiefs of Staff “Policy for Command and Control of USMC Tactical Air in Sustained Operations Ashore,” is found in JP 0-2.

The Marine Corps component commander retains command—OPCON and ADCON—of those Marine Corps forces and capabilities not designated by the joint force commander for tasking by functional component commanders. The

Marine Corps component commander advises functional component commanders on the most effective use of Marine Corps forces or capabilities made available. Marine Corps forces or capabilities made available by the joint force commander respond to the functional component commander for operational matters based on the existing command relationship. All Marine Corps forces receive administrative and logistic support from the Marine Corps component commander. The joint force commander may also establish a support relationship between components to facilitate operations. See MCDP 1-0.1 for more information on the designation and responsibilities of functional component commanders.

Designation of a functional component commander must not affect the command relationships between Service component commanders and the joint force commander. The joint force commander must specifically assign the responsibilities and authority of the functional component commander. He defines the responsibilities and authority based on the concept of operations and may alter these responsibilities and authority during the course of an operation. Functional component commander responsibilities are found in JP 0-2 and JP 3-0, *Doctrine for Joint Operations*.

The Marine Corps Component Commander as a Functional Component Commander

Forward-deployed naval forces, including Marine Corps forces, are usually the first conventional forces to arrive in an austere theater or AO during expeditionary operations. The Marine Corps component commander's inherent capability to command and control Marine Corps forces—and attached or assigned forces of other Services or nations—allows him to command and control a functional component. The Marine Corps component commander can serve as a functional component commander in most smaller-scale contingencies and MOOTW. If the Marine Corps component commander is assigned functional component commander responsibilities, execution is normally accomplished by the assigned MAGTF.

As the commander of the force most capable of rapid worldwide deployment, the Marine Corps component commander may serve as a functional component commander in the initial phase of a major theater war. As the theater matures and additional United States forces flow into the theater, the Marine Corps component commander's capability to command and control these joint forces diminishes. When the functional component commanders establish their headquarters and supporting infrastructure, they begin to assume command and control of their assigned forces and capabilities. The transition of functional component duties from the Marine Corps component commander continues until

the gaining functional component commander demonstrates full operational capability. The joint force commander can designate the Marine Corps component commander as follows.

Joint Force Maritime Component Commander

This commander is responsible for planning, coordinating, and executing joint maritime operations. Joint maritime operations are performed with maritime capabilities or forces made available by components to support the joint force commander's operation or campaign objectives or to support other components of the joint force. The maritime environment includes oceans, littorals, riverine areas, and amphibious objective areas, and the coordinated airspace above them as defined by the joint force commander. The joint force commander will designate the component commander best suited to accomplish the mission as the joint force maritime component commander. When maritime operations are focused on littoral operations—and Marine Corps forces have the preponderance of the mission or capabilities to accomplish the mission—the Marine Corps component commander may be designated the joint force maritime component commander.

Joint Force Land Component Commander

This commander is responsible for planning, coordinating, and executing joint land operations. Joint land operations are performed with land capabilities or forces made available by components to support the joint force commander's operation or campaign objectives or to support other components of the joint force. Marine Corps component commanders normally have the preponderance of land forces and the necessary command and control capability to direct their activities during expeditionary operations in a smaller-scale contingency. In the early stages of a major theater war, the Marine Corps component commander may serve as the joint force land component commander, but as forces continue to build up in theater, the joint force commander will normally designate the Army Service component commander as the joint force land component commander.

Joint Force Air Component Commander

This commander is responsible for planning, coordinating, and executing joint air operations. Joint air operation are performed with air capabilities or forces made available by components to support the joint force commander's operation or campaign objectives or to support other components of the joint force. The expeditionary nature of Marine aviation and its associated command and control capability allow the Marine Corps component commander to function as the joint force air component commander in a smaller-scale contingency. In the early stages of a major theater war, the Marine Corps component commander may serve as the joint force air component commander, but as forces continue to

buildup in theater, the joint force commander will normally designate another component commander as the joint force air component commander.

Most often, the joint force commander conducts operations through a combination of Service and functional component commands with operational responsibilities. Joint forces organized with Army, Navy, Air Force, and Marine Corps components will have special operations forces (if assigned) organized as a functional component. The joint force commander defines the authority and responsibilities of the Service and functional component commanders. However, the Service responsibilities, i.e., administrative and logistic, of the components must be given due consideration by the joint force commander.

In addition to functional component responsibilities, a joint force commander can assign the Marine Corps component commander other joint responsibilities. The joint force commander can designate the Marine Corps component commander as the area air defense commander, airspace control authority, joint rear area coordinator or to establish the joint search and rescue center.

Role and Responsibilities to the MAGTF Commander

The Marine Corps component commander is responsible for the employment of his forces and to support other component commanders as directed by the joint force commander. The Marine Corps component commander sets conditions for the successful employment of the MAGTF by ensuring that appropriate missions, forces, resources, battlespace, and command relationships are assigned or made available to the MAGTF. While principally a force provider and sustainer, the Marine Corps component commander may be assigned some operational responsibilities. He focuses on the formulation and execution of the joint force commander's plans, policies, and requirements. He coordinates strategic and operational actions with other component commanders to achieve unity of effort for the joint force. He accomplishes any assigned mission by executing Marine Corps component operations through the MAGTF and other assigned forces.

During employment, the command relationship between the Marine Corps component commander and the MAGTF commander can vary with each phase of an operation. The MAGTF commander may have command relationships with two types of components: functional and Service. When the MAGTF is OPCON or TACON to a functional component commander, the functional component commander provides the tasks and purpose for the MAGTF, which in turn drive the development of the MAGTF's course of action and subsequent planning efforts. If the joint force is organized on a Service component basis, the Marine Corps component commander provides the tasks and purpose for the MAGTF.

As the Service component commander, the Marine Corps component commander represents MAGTF interests at various joint force boards. He will participate on joint force boards along with any functional component commander the MAGTF may be supporting. Consequently, the MAGTF must keep the Marine Corps component commander informed of operational matters to ensure relevant and contextual representation at the various joint boards.

Component Command Relationships and Staff Organization

This difference in orientation is the result of the joint force commander's organization of forces and each subordinate commander's place in the operational chain of command and the assigned mission. This placement, in turn, determines the people and agencies with whom the Marine Corps component and MAGTF commanders must interact.

The Marine Corps component commander—who translates strategic objectives into operational objectives—must interact up the chain of command with the joint force commander, laterally with other component commanders, and down to his MAGTF commander. The MAGTF commander—who translates operational objectives into tactical actions—must interact up the chain of command with the Marine Corps component commander, laterally with adjacent tactical commanders, and down to his subordinate commanders. The Marine Corps component commander assigns the MAGTF commander missions that may accomplish objectives at both the operational and tactical levels of war when the joint force is organized on a Service component basis.

The difference in orientation of the Marine Corps component commander and the MAGTF commander also has an important influence on the Marine Corps component-MAGTF command relationship and the staff organization adopted by the Marine Corps component commander. The Marine Corps component-MAGTF command relationship and staff organization that the Marine Corps component commander selects depends on the mission, size, scope, and duration of the operation and the size of the assigned force. Three possible command relationships and staff organizations are: one commander with one staff, one commander with two staffs, and two commanders and two staffs. See MCDP 1-0.1.

THE MARINE AIR-GROUND TASK FORCE

The Marine Corps task-organizes for operations consistent with its statutory tasking to “. . . provide forces of combined arms, including aviation . . .” by forming MAGTFs. The MAGTF is a balanced, air-ground combined arms task

organization of Marine Corps forces under a single commander, structured to accomplish a specific mission. It is the Marine Corps' principal organization for all missions across the range of military operations. It is designed to fight, while having the ability to prevent conflicts and control crises. All MAGTFs are task-organized and vary in size and capability according to the assigned mission, threat, and battlespace environment. See figure 3-4, page 3-12. They are specifically tailored for rapid deployment by air or sea and ideally suited for a forward presence role. A MAGTF provides the naval, joint or multinational commander with a readily available force capable of operating as—

- The landing force of an amphibious task organization.
- A land force in sustained operations ashore.
- A land force or the landward portion of a naval force conducting MOOTW such as noncombatant evacuations, humanitarian assistance, disaster relief or the tactical recovery of an aircraft or aircrew.
- A forward-deployed force providing a strong deterrence in a crisis area.
- A force conducting training with allied forces as part of a theater engagement plan.

Capabilities

MAGTFs provide joint force commanders with the capability to—

- Move forces into crisis areas without revealing their exact destinations or intentions.
- Provide continuous presence in international waters.
- Provide immediate national response in support of humanitarian and natural disaster relief operations.
- Provide credible combat power in a nonprovocative posture, just over the horizon of a potential adversary, for rapid employment as the initial response to a crisis.
- Support diplomatic processes for peaceful crisis resolution before employing immediately responsive combat forces.
- Project measured degrees of combat power ashore, day or night, and under adverse weather conditions, if required.
- Introduce additional forces sequentially into a theater of operations.
- Operate independent of established airfields, basing agreements, and overflight rights.
- Conduct operations ashore using organic combat service support brought into the AO.

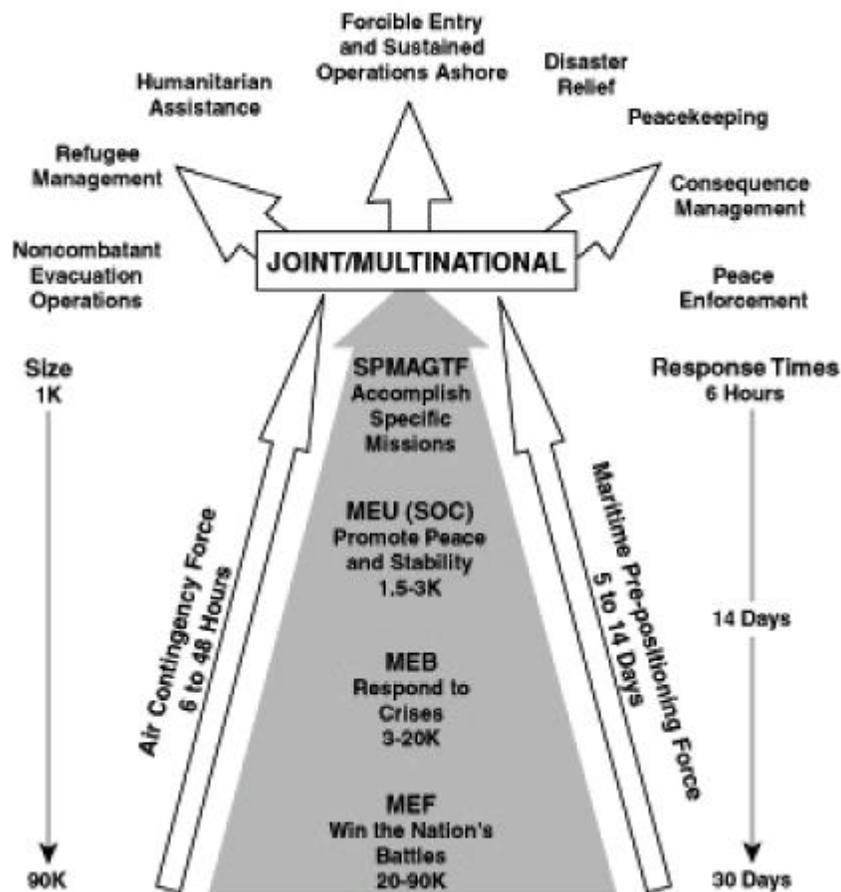


Figure 3-4. Marine Air-Ground Task Forces.

- Enable the introduction of follow-on forces by securing staging areas ashore.
- Operate in rural and urban environments.
- Operate under nuclear, biological, and chemical warfare conditions.
- Withdraw rapidly at the conclusion of operations.
- Participate fully in the joint planning process and successfully integrate MAGTF operations with those of the joint force.

Elements

All MAGTFs are expeditionary by design and comprised of four core elements: a command element (CE), a ground combat element (GCE), an aviation combat

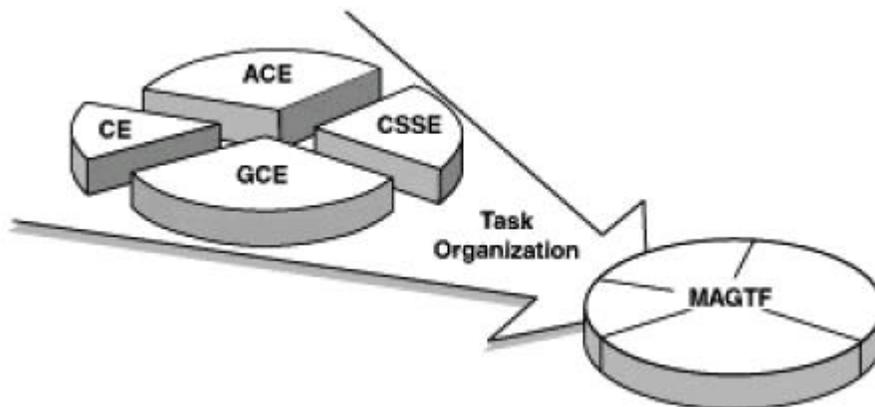


Figure 3-5. MAGTF Organization.

element (ACE), and a combat service support element (CSSE). See figure 3-5. The MAGTF's combat forces reside within these four elements. Although MAGTFs will differ because of mission and forces assigned, a standard procedure exists for organization, planning, and operations.

As a modular organization, the MAGTF is tailorable to each mission through task organization. This building block approach also makes reorganization a matter of routine. In addition to the Marine Corps units, MAGTFs may have attached forces from other Services and nations; e.g., naval construction force, multiple launch rocket system batteries, and armor brigades.

A key feature of Marine expeditionary organization is expandability. Crisis response requires the ability to expand the expeditionary force after its introduction in theater without sacrificing the continuity of operational capability. The MAGTF's modular structure lends itself to rapid expansion into a larger force as a situation demands by simply adding forces as needed to the core units of each existing element. This expandability includes expanding into a joint or multinational force because the MAGTF structure parallels the structure of a multidimensional joint force. Operation Restore Hope in Somalia is an example of the expandability of the MAGTF. This contingency began with the employment of a MEU (special operations capable) (MEU[SOC]) to seize the port and airport in Mogadishu, enabling the deployment of elements of I MEF via air and MPS, with the MEF eventually employing a brigade-sized force to provide security and humanitarian relief to the Somalis.

On missions where Marine forces are not deployed as part of a MAGTF (such as the Chemical/Biological Incident Response Force), Marine security forces, or

forces assigned to battle forest fires, the Marine Corps component commander plays an increasingly important role in ensuring the Marine forces are properly equipped, trained, and employed. Marine forces deployed as a MAGTF are normally employed by the joint force commander as a MAGTF. As a task-organized force, the MAGTF's size and composition depend on the committed mission. If a MAGTF is deprived of a part of its combat forces, accomplishment of the mission for which it is tailored is jeopardized. However, on a day-to-day basis, the MAGTF may be tasked to conduct operations in support of another force and will identify capabilities; e.g., air sorties, beach and port operations, and civil affairs, excess to its mission requirements to the joint force commander that may be of use to other components of the joint force.

Command Element

The CE is the MAGTF headquarters. As with all other MAGTF elements, it is task-organized to provide the command and control capabilities necessary for effective planning, execution, and assessment of operations across the warfighting functions. Additionally, the CE can exercise command and control within a joint force from the sea or ashore and act as a core element around which a joint task force headquarters may be formed, provide interagency coordination for MOOTW, and conduct "reach back." The six warfighting functions are: command and control, intelligence, maneuver, fires, logistics, and force protection.

A CE may include additional command and control and intelligence capabilities from national assets and theater, force reconnaissance company assets, signals intelligence capabilities from the radio battalion, and a force fires coordination center. A CE can employ additional major subordinate commands such as the force field artillery headquarters, naval construction regiments, or Army maneuver or engineering units.

Ground Combat Element

The GCE is task-organized to conduct ground operations, project combat power, and contribute to battlespace dominance in support of the MAGTF's mission. It is formed around an infantry organization reinforced with artillery, reconnaissance, assault amphibian, tank, and engineer forces. The GCE can vary in size and composition from a rifle platoon to one or more Marine divisions. It is the only element that can seize and occupy terrain.

Aviation Combat Element

The ACE is task-organized to conduct air operations, project combat power, and contribute to battlespace dominance in support of the MAGTF's mission by performing some or all of the six functions of Marine aviation: antiair warfare,

assault support, electronic warfare, offensive air support, air reconnaissance, and control of aircraft and missiles. It is formed around an aviation headquarters with air control agencies, aircraft squadrons or groups, and combat service support units. It can vary in size and composition from an aviation detachment of specifically required aircraft to one or more Marine aircraft wings. The ACE may be employed from ships or forward expeditionary land bases and can readily transition between sea bases and land bases without loss of capability. It has the capability of conducting command and control across the battlespace.

Combat Service Support Element

The CSSE is task-organized to provide all functions of tactical logistics necessary to support the continued readiness and sustainability of the MAGTF. The six functions of tactical logistics are: supply, maintenance, transportation, health services, engineering, and other services which include legal, exchange, food, disbursing, postal, billeting, religious, mortuary, and morale and recreation services. See MCWP 4, *Logistics*, for a detailed discussion. The CSSE is formed around a combat service support headquarters and may vary in size and composition from a support detachment to one or more force service support groups. The CSSE, operating from sea bases or from expeditionary bases established ashore, enables sustainment of forces, thus extending MAGTF's capabilities in time and space. It may be the main effort of the MAGTF during humanitarian assistance missions or selected phases of MPF operations.

Supporting Establishment

The supporting establishment is often referred to as the "fifth element of the MAGTF." It is vital to the success of Marine Corps forces conducting expeditionary operations. It recruits, trains, equips, and sustains Marines enabling them to conduct expeditionary operations in increasingly complex and dangerous environments. Bases and stations of the supporting establishment provide the training areas, ranges, and the modeling and simulation facilities necessary to prepare Marines and their units for combat. These posts of the Corps serve as staging and marshalling areas for deploying units and often are the CONUS end of a responsive replacement, supply, and new equipment pipeline into the AO. The Marines, sailors, and civilians of the supporting establishment are true partners with the Marines of the operating forces in accomplishing the mission.

Bases and stations of the supporting establishment also provide facilities and support to the families of deployed Marines, allowing Marines to concentrate fully on their demanding missions without undue concern for the welfare of their families.

Types

MAGTFs are integrated combined arms forces structured to accomplish specific missions. MAGTFs are generally categorized in the following four types.

Marine Expeditionary Force

The MEF is the Marine Corps' principal warfighting organization. It can conduct and sustain expeditionary operations in any geographic environment. MEFs are the sole standing MAGTFs; e.g., they exist in peacetime as well as wartime. Size and composition can vary greatly depending on the requirements of the mission. A MEF is normally commanded by a lieutenant general. It can be comprised of—

- A standing command element.
- A GCE of one or more divisions.
- An ACE of one or more aircraft wings.
- A CSSE of one or more force service support groups.

A MEF not only deploys and commands its own units, but also units from other MEFs, the Marine Corps Forces Reserve, other Services and nations, and the Special Operations Command. It typically deploys by echelon with 60 days of sustainment, but can extend operations with external support from other United States Services or through host-nation support agreements. The MEF commander and his staff can form the nucleus for a joint task force or functional component headquarters.

A MEF nominally consists of a permanent CE as well as a tailored Marine division, Marine aircraft wing, and Marine force service support group. Each MEF deploys a MEU(SOC) on a continuous basis to provide forward presence and crisis response capabilities to the combatant commanders. There are three standing MEFs:

- I MEF, based in southern California and Arizona, assigned to CINCUSPACOM.
- II MEF, based in North Carolina and South Carolina, assigned to CINCUSJFCOM.
- III MEF, based in Okinawa, mainland Japan, and Hawaii, assigned to CINCUSPACOM.

Marine Expeditionary Brigade

The Marine expeditionary brigade (MEB) is the “middle-weight” MAGTF. It is a crisis response force capable of forcible entry and enabling the introduction of follow-on forces. It can serve as part of a joint or multinational force and can provide the nucleus of a joint task force headquarters. It is unique in that it is the smallest MAGTF with a fully capable aviation element that performs all six functions of Marine aviation and is self-sustaining for 30 days. A MEB is capable of rapid deployment and employment deploying either by air, in combination with the MPS, or by amphibious shipping.

As a result, the MEB can conduct the full range of combat operations and may serve as the lead echelon of the MEF. The MEB is not a standing organization, but rather imbedded within the MEF. As a result, MEBs are task-organized for specific missions from within the assets of the MEF. The MEB conducts the mission or prepares for the subsequent arrival of the rest of the MEF or other joint or multinational forces. However, the deployment of a MEB does not necessarily mean that all the forces of the MEF will follow. Currently, the 1st, 2d, and 3d MEBs have been designated within I, II, and III MEF and are commanded by the deputy MEF commanders or other general officers. A MEB notionally consists of the following elements:

- A CE that may include additional assets such as command and control, force reconnaissance company, signals intelligence capabilities from the radio battalion, and engineering capabilities from the naval construction regiments. It can also control the forces of other Services and nations in missions ranging from combat in an urban area to disaster relief.
- A GCE composed of an infantry regiment reinforced with artillery, reconnaissance, engineer, light armored reconnaissance units, assault amphibian units, and other attachments as required.
- An ACE composed of a Marine aircraft group comprised of combat assault transport helicopter, utility and attack helicopters, vertical/short takeoff and landing fixed-wing attack aircraft, air refuelers/transport aircraft, and other detachments as required.
- A CSSE task-organized around a brigade service support group. This element has engineering, supply, transportation, landing support for beach, port and airfield delivery, medical, and maintenance capabilities.

The 4th MEB (AT) provides the unified combatant commanders with a rapidly deployable and sustainable specialized antiterrorism force to deter, detect, and defend against terrorist actions and conduct initial incident response to combat the threat of terrorism worldwide. See page 1-20.

Marine Expeditionary Unit (Special Operations Capable)

The MEU(SOC) is the standard forward-deployed Marine expeditionary organization. A forward-deployed MEU(SOC) provides an immediate sea-based response to meet forward presence and power projection requirements. A MEU(SOC) is commanded by a colonel and deploys with 15 days of supplies. It is normally comprised of—

- A CE that may include additional assets such as command and control, force reconnaissance company, and signals intelligence capabilities from the radio battalion.
- A GCE comprised of an infantry battalion reinforced with artillery, reconnaissance, engineer, tanks, light armored reconnaissance units, assault amphibian units, and other attachments as required.
- An ACE comprised of a combat assault transport helicopter squadron reinforced with utility and attack helicopters, vertical/short takeoff and landing fixed-wing attack aircraft, air refuelers/transport aircraft, and other detachments as required.
- A CSSE task-organized around a MEU service support group. This element has engineering, supply, transportation, landing support, medical, and maintenance capabilities.

A forward-deployed MEU(SOC) operates continuously in the Mediterranean Sea, the western Pacific Ocean, and the Indian Ocean or Arabian Gulf region. Embarked aboard a Navy amphibious squadron, the MEU(SOC) provides a combatant commander or other operational commander a quick, sea-based reaction force for a wide variety of missions such as limited forcible entry operations, noncombatant evacuations, raids, or disaster relief. In many cases, the MEU embarked on amphibious shipping may be the first United States force at the scene of a crisis and can enable the actions of larger follow-on forces. It can provide a visible and credible presence in potential trouble spots and can demonstrate the United States' willingness to protect its interests overseas. While the MEU(SOC) is not a special operations force per se, it can support special operations forces and execute certain maritime special operations missions. These include reconnaissance and surveillance; specialized demolitions; tactical recovery of aircraft and personnel; seizure/recovery of offshore energy facilities; seizure/recovery of selected personnel or material; visit, board, search, and seizure of vessels; and in extremis hostage recovery.

Prior to deployment, the MEU(SOC) undergoes an intensive 6-month training program focusing on its conventional and selected maritime special operations missions. Training culminates with a thorough evaluation and certification as

“special operations capable.” To receive this certification, a MEU must demonstrate competence across the entire spectrum of required capabilities, be able to plan and execute any assigned mission within 6 hours of notification, and conduct multiple missions simultaneously. Inherent capabilities of a MEU(SOC) are divided into four broad categories:

- Amphibious operations.
- Direct action operations.
- MOOTW.
- Supporting operations.

The complete list of capabilities subcategories for the MEU(SOC) is found in Marine Corps Order 3120.9A, *Policy for Marine Expeditionary Unit (Special Operations Capable) (MEU[SOC])*.

Special Purpose MAGTF

A special purpose MAGTF is a nonstanding MAGTF temporarily formed to conduct a specific mission for which a MEF or other unit is either inappropriate or unavailable. They are organized, trained, and equipped to conduct such a mission. Special purpose MAGTFs have been deployed for a wide variety of missions such as humanitarian relief and coalition training. Designation of a special purpose MAGTF is based on the mission it is assigned (“Special Purpose MAGTF Hurricane Relief”), the location in which it will operate (“Special Purpose MAGTF Somalia”) or the name of the exercise in which it will participate (“Special Purpose MAGTF Unitas”).

A special purpose MAGTF may be of any size—but normally no larger than a MEU—with narrowly focused capabilities required to accomplish a particular mission. It may be task-organized from nondeployed Marine Corps forces or formed on a contingency basis from a deployed MAGTF. Regimental-level headquarters often assume the role as a special MAGTF CE and may conduct training in anticipated mission skills prior to establishment. A special purpose MAGTF may be deployed using commercial shipping or aircraft, strategic airlift, amphibious shipping or organic Marine aviation.

An important type of special purpose MAGTF is the air contingency force (ACF). An ACF is an on-call, task-organized alert force that is maintained by all three MEFs. An ACF can deploy within 18 hours of notification. It can be dispatched virtually worldwide to respond to a rapidly developing crisis. The ACF is the MEF’s force in readiness. It can deploy independently or in conjunction with amphibious forces, MPFs, or other expeditionary forces.

Because it can deploy so rapidly, readiness is paramount. Equipment and supplies intended for use as part of an ACF are identified and, where appropriate, stored and staged for immediate deployment. Personnel continuously focus on their tactical readiness. The ACF is airlifted to a secure airfield and carries its own initial sustainment.

The ACF is comprised of the same elements as any MAGTF although normally an ACF is a MEU-sized force. Due to the need to reduce to an absolute minimum the size and weight of an air deployed force, only those personnel and equipment needed to perform the function of each MAGTF element are included in the ACF.

MARINE LOGISTICS COMMAND

The Marine Corps component commander may establish a Marine Logistics Command (MLC) if he determines that the mission requires logistic support beyond what the CSSE can provide. The combatant command-level Marine Corps component commander may establish an MLC to fulfill his Service logistic responsibilities. The MLC is not a standing organization, but is task-organized to meet the operational support and sustainment requirements of the mission and is normally formed around a force service support group from another MEF. When formed, it provides logistic support to all Marine Corps forces in theater, and may provide limited support to other joint and multinational forces as directed by the combatant commander. The MLC provides operational logistics to Marine Corps forces as the Marine Corps component's logistics agency in theater. Operational-level logistics includes deployment, sustainment, resource prioritization and allocation, and requirements identification activities required to sustain the force in a campaign or major operation. These fundamental decisions concerning force deployment and sustainment are key for the MLC to provide successful logistical support.

The MLC provides the Marine Corps theater support structure necessary to facilitate reception, staging, onward movement, and integration (RSOI) of deploying Marine Corps forces. For more on RSOI, see chapter 4.