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Operational-Level Logistics



U.S. Marine Corps

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FOREWORD

Marine Corps Warfighting Publication (MCWP) 4-12, *Operational-Level Logistics*, provides the doctrinal basis for the design, planning, coordination, and execution of ground and aviation logistic support for Marine force operations at the operational level of war. It identifies the logistic authorities and support at the levels of the combatant commander and Marine Corps component command, and discusses the Service, agency, and joint enablers available to the operational-level planner. This publication describes the role of the Marine Corps component in relation to the combatant commander with regard to logistic operations. It expands on Marine Corps Doctrinal Publication 4, *Logistics*, and MCWP 4-1, *Logistics Operations*, and it complements MCWP 4-11, *Tactical-Level Logistics*.

This publication has a dual purpose: to assist operational-level planners in aligning the design of their logistic concepts of operations with the policies and procedures of joint logistics and to provide operational-level planners with information about the operational-level logistic capabilities of the Marine Corps and other Services.

This publication is intended for commanders and their staffs who are responsible for designing, planning, coordinating, and executing operational-level logistic support at the operational level of war. Audiences also include those Marine forces assigned to a Marine Corps component command as well as other Services or Department of Defense agencies who will benefit from a greater understanding of Marine Corps operational-level logistics.

This publication supersedes MCWP 4-12, *Operational-Level Logistics*, dated 30 January 2002.

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Operational-Level Logistics

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To Our Reader

CHAPTER 1

FUNDAMENTALS

LEVELS OF LOGISTICS

Logistics, broadly defined as planning and executing the movement and support of forces (Joint Publication [JP] 1-02, *Department of Defense Dictionary of Military and Associated Terms*), is an essential component of military operations. In the Marine Corps, the levels of logistics correspond to the levels of war—strategic, operational, and tactical. Strategic-level logistics is planned and executed at Headquarters, Marine Corps (HQMC); operational-level logistics is designed, planned, coordinated, and executed at the Marine Corps component commands; and tactical-level logistics is planned and executed by the Marine expeditionary forces (MEFs). These levels are the Marine Corps' responsibilities within the joint logistic environment operating framework (see fig. 1-1 on page 1-2). The following subparagraphs discuss strategic- and tactical-level logistics. The remaining chapters of this publication will address the details of operational-level logistics and the roles, responsibilities, and capabilities of those entities that integrate logistic support at the operational level.

Strategic-Level Logistics

At the strategic level, logistics is characterized by the vast capacity of the US industrial base, both government and commercial, to project and sustain military power across the range of military operations. It supports organizing, training, and equipping the forces that are needed to further US interests, and includes the ability to move forces to any crisis area via the strategic mobility triad of sealift, prepositioning, and airlift. At this level, modern, clearly defined, well-understood, and outcome-focused processes should drive effectiveness across joint, Service, government agency, and commercial organizations. The Marine Corps supporting establishment and HQMC plan and conduct strategic-level logistics, primarily in the areas of facilities, acquisition, procurement, materiel readiness, and mobilization. Aviation-specific support is planned and conducted by the Chief of Naval Operations, the Navy supporting establishment, and the Navy Reserve.

Operational-Level Logistics

Operational-level logistics is the art of applying the military resources available to operating forces to achieve national military objectives in a theater or area of operations or to facilitate the accomplishment of assigned missions in a military region, theater, or campaign. The remaining chapters of this publication will address the details of operational-level logistics and the roles, responsibilities, and capabilities of those entities that integrate logistic support at the operational-level. Appendix A provides options available to the Marine forces' (MARFOR) commander and his/her staff in developing an organization, referred to as a component logistic element, to address the Marine forces' operational-level concept of logistic support during sustained combat operations.

Tactical-Level Logistics

Tactical-level logistics encompasses the planning, coordination, and execution of the six functional areas of logistics (supply, maintenance, transportation, health services, general engineering, and services) within the

| Strategic Level | Operational Level | Tactical Level MEF or Below |
|---|---|---|
| Industrial base capacity enables sustained operations End-to-end processes drive efficiencies across Services, agencies, and industry Effectiveness dependent upon optimizing processes against required outcomes | Combatant commander integrates joint requirements with national systems Must optimize component, agency, and other partner nation capabilities to meet requirements Most significant impact for joint logistics and the joint force | Outcome is measured Operational readiness enables “freedom of action” Desired outcomes should drive optimization – from strategic to tactical |

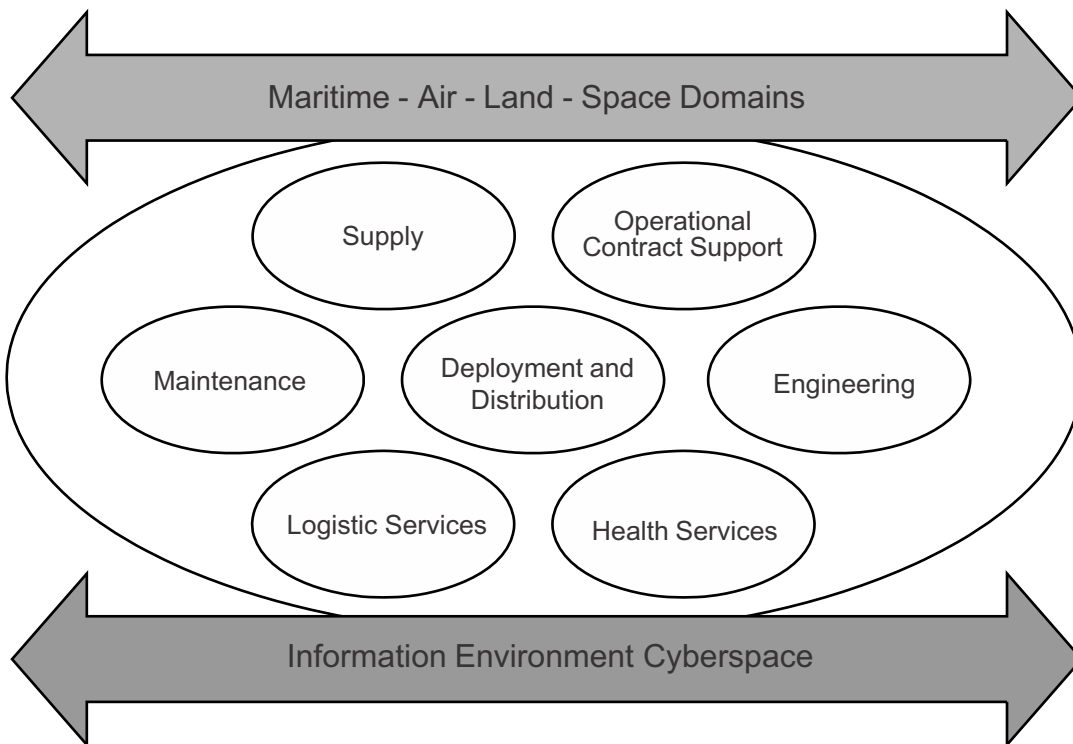


Figure 1-1. Joint Logistic Environment Operating Framework.

organic logistic capabilities of the Marine air-ground task force (MAGTF). All units within the MAGTF have an organic logistic capability as defined by the table of organization and table of equipment. The logistics combat element, the organization trained, manned, and equipped to sustain all elements of the MAGTF, provides additional logistic capability and capacity to support the entire MAGTF.

Tactical-level logistics draws upon the theater logistic capabilities and capacity generated from deliberate planning and coordination, identifying tactical requirements that the MARFOR G-4 must shape at the operational level with the geographic combatant commander (GCC) J-4 and other Service components. Leveraging in-theater sustainment enables the MAGTF to properly employ its tactical logistic capabilities

to extend its operational reach and maintain its operational effectiveness. When requirements for logistics exceed the organic capacity or capability of the MAGTF, the MAGTF logistic planners pass those requirements up to the MARFOR G-4 to leverage the theater logistic support structure or reachback to the Service components for support.

See Marine Corps Warfighting Publication (MCWP) 4-11, *Tactical-Level Logistics*, for additional guidance.

LESSONS LEARNED

The Marine Corps has learned valuable lessons from the conduct of Operation Enduring Freedom and Operation Iraqi Freedom. These operations represent the first time a Marine component command has been tasked to support sustained operations ashore. As such, these operations, particularly the conduct of long-term combat operations in land-locked Afghanistan, have required the Marine Corps to operate in a joint integrated environment more comprehensively than the modern Marine Corps has previously experienced. As a result, the Marine Corps has refined, implemented, and executed component-level concepts and processes that have impacted all warfighting functions. Guidance on the processes and procedures required to plan and coordinate the warfighting function of logistics at the operational level of logistics is discussed in-depth later in the publication.

SHIFT OF FOCUS

At its core, operational-level logistics is the coordination and integration of strategic- and Service-level logistic capabilities to satisfy tactical-level requirements for logistics that exceed the capacity or capabilities of Marine forces at the tactical level.

As the Marine Corps transitions away from the modernization of logistics toward expeditionary logistics, so too must the operational concept of operations for logistics, which supports units smaller than Marine expeditionary unit-sized special purpose MAGTFs and other entities such as Marine special operations forces (MARSOF), crisis response MAGTFs, and theater sustainment command (TSC) missions that are deploying at a rapid rate around the globe. In support of deploying MAGTFs, the Marine Corps determines how to implement sustainable solutions for logistics that ensure mission success in a globally dispersed expeditionary environment. Considerations for logistics include modifying legacy systems, planning the acquisition of new systems, implementing recycle and hazardous waste management programs, and determining the applicability of alternative energy sources in deployed and garrison environments. This will mitigate energy effects through resource self-sufficiency in our battlefield sustainment, which reduces energy demand in our platforms and systems and the Marine Corps' overall footprint in current and future expeditionary operations.

The Marine Corps component commander is responsible for providing support (per United States Code, Title 10, *Armed Forces*) to the Marine forces, which deploy with minimal organic logistic capability and may require operational-level logistic support from the Marine Corps component commander and the supported combatant commander (CCDR). Under Title 10, logistic support is identified as a Service responsibility, regardless of where the Marine forces are assigned or attached. Service responsibility and interaction are further discussed in chapter 3.

CHAPTER 2

DESIGN, PLANNING, AND EXECUTION OF OPERATIONAL-LEVEL LOGISTICS

DESIGN

Design is the conception and articulation of a framework for solving a problem. It is applicable to problem solving at the strategic, operational, and tactical levels of war. As commanders conceptualize their operation, their periodic guidance is in the form of visualization, description, and direction, which guides the staff throughout planning. Design provides a means to learn and adapt and requires intellectually versatile leaders with higher-order thinking skills who actively engage in continuous dialogue and collaboration to enhance decisionmaking at all levels. As a fundamental responsibility of command, design is present not only in planning, but also throughout the planning-execution-assessment continuum. Operational-level planners assist the commander in design actions, ensuring logistic requirements and capabilities are addressed during the process.

It is important to understand the distinction between design and planning. While both activities seek to formulate ways to bring about preferable futures, they are cognitively different. In general, planning is problem solving, while design is problem setting. Planning focuses on generating an ordered series of executable actions and applies established procedures to solve a largely understood problem within an accepted framework. Design inquires into the nature of a problem to conceive a framework for solving that problem. Design includes analysis and learning with the aim of developing an in-depth understanding of the problem and its environment from numerous angles. Operational-level logistic planners may encounter numerous unfamiliar problems during the planning, coordination, and execution of logistic support to operational-level actions and must continuously reference or update the existing design.

PLANNING

The objective of operational-level planning for logistics is to match Marine Corps deployment and sustainment activities and joint logistic systems with the requirements of the Marine force assigned to a particular campaign or operation. Operational-level planners and functional specialists determine the most effective means to logistically enable the mission assigned to the Marine force.

For the Marine Corps, the essence of operational-level logistics is the ability to identify and incorporate into a coherent plan all relevant logistic enablers (e.g., other Services, functional CCDRs, GCCs) that can support and sustain Marine forces engaged in a campaign or operation. The operational-level planner should refer to referenced orders, instructions, and publications for detailed information about these enablers and their processes and procedures. See appendix B for a discussion about some of the planning tools available.

Planning Elements

Principles of Logistics. Operational-level planners use the principles of logistics as a guide for analytical thinking when developing and accessing courses of action within plans and orders. These principles are not a set of rigid rules, nor do they apply in every situation, but they should guide operational-level planners during all of the planning steps. The joint principles of logistics are responsiveness, simplicity, flexibility, economy, attainability, sustainability, and survivability. See appendix C for detailed definitions of these principles.

Operational Guidance. At the component commander level, planning begins with the receipt of operational guidance or a planning directive and continues as the supported CCDR develops a mission statement. The component commander's planning activities initially focus on problem framing, which develops information to help the commander, staff, and subordinate commanders understand the situation and mission. Planning activities include identifying assumptions, forces assigned, mission, and desired end state. These combine to inform critical assumptions for logistics.

Course of Action Development. The Marine Corps component commander develops, analyzes, and compares courses of action (COAs) and develops staff estimates that are coordinated with higher and adjacent commands, as well as with HQMC. The output is an approved COA, along with a common understanding of the coordination requirements with other Services and the involvement of components and other agencies, including multinational organizations. Marine Corps component planners coordinate and integrate planning efforts with operational planners so that sustainment requirements are an integral part of COA development. The COA must address all operational-level functions of logistics in order to meet requirements from force closure to redeployment.

Plan Development. As operational-level logistic support is provided through a variety of different organizations, planning for logistics must provide the integration mechanism to unify all sources of support. Once a COA is approved, the logistic planner develops a joint concept of support for logistics. This concept of support specifies how capabilities will be delivered over time, identifies who is responsible for delivering a capability, and defines the critical logistic tasks necessary to achieve objectives during the phases of the operation. The concept of support for logistics coordinates the capabilities of joint, multinational, host nation (HN), interagency, intergovernmental organizations (IGOs), and nongovernmental organizations (NGOs).

Logistic Sustainability Analysis. Logistic sustainability analysis provides a broad assessment of the core capabilities of logistics required to execute the Marine Corps component commander's plans. Logistic sustainability analysis is a plan assessment tool that seeks to define the total unconstrained requirement of logistics for execution of a concept of operations. The findings of the analysis should highlight operational-level gaps in logistics and their associated risk to supporting operations. The product assesses each core capability of logistics and is usually accomplished as part of plan development. Logistic sustainability analysis is updated during plan assessment.

Logistic Synchronization Matrix. A logistic synchronization matrix allows the Marine Corps component commander and his/her staff to display many of the known activities of the operation by phases, functional areas, and operating systems. It also allows the Marine Corps component commander to assign responsibility for task accomplishment and identify metrics for future execution monitoring. The operational-level planner develops a logistic synchronization matrix as part of joint detailed planning for logistics, which assists in identifying requirements for logistics matched to force deployment and sustainment actions, operational phasing, and scheme of maneuver and the generation of theater-level capabilities of logistics. Refer to MCWP 5-1, *Marine Corps Planning Process*, for further guidance.

Planning Categories

Force Deployment Planning. Force deployment planning and execution is the Marine Corps process for developing force deployment and redeployment plans and executing the deployment and redeployment of forces to support the commander's concept of employment. The Marine Corps component force deployment planning and execution process is conducted in accordance with the CCDR's force deployment procedures. Since deployment and redeployment planning and execution are inherently joint, Marine Corps operational-level planners must ensure Marine Corps unit deployment plans are supportable by joint and CCDR capabilities. Refer to Marine Corps Order (MCO) 3000.18B, parts I–III, *Marine Corps Force Deployment Manual*, for further guidance.

Sustainment Planning. Sustainment planning addresses the capacity and capability requirements that result from the deliberate planning process or those developed during the prosecution of an extended campaign. Concurrent with the deliberate planning process, sustainment is included in a supporting plan. This plan matches the procurement and delivery of supplies, equipment, personnel, and other support against forecasted periods of consumption. Sustainment demand is calculated using historic joint/Service consumption factors applied against the level of combat intensity, enemy strength, and estimated duration of the campaign. Service component commands have both inherent and assigned responsibilities to coordinate sustainment for their respective forces. Additional operational guidance pertaining to sustainment within an assigned theater of operations may be issued by the CCDR Logistics Directorate, J-4.

EXECUTION

In the Marine Corps, operational-level logistics orients on force development and closure, sustainment, and redeployment. These are the core elements of the art and science of utilizing Service-, joint-, and theater-level strategic and operational enablers to support and sustain tactical Marine forces. To be successful at this level, the Marine Corps operational-level planner must understand Service, joint, HN, and theater capabilities of logistics and know when and how to request that support in parity with other Services.

Each Marine Corps component command is affiliated with a combatant command and is responsible for the design, planning, coordination, and execution of operational-level logistics for its particular geographic area. The Marine Corps component commander is therefore required to devise appropriate operational-level concepts of logistics operations and coordinate with those Marine Corps organizations that support it as well as all applicable joint and theater enablers to execute those concepts. These concepts derive from the logistic-focused analysis of the supported CCDR's operation plans (OPLANs) and concept plan.

Force Development and Closure

Force development includes the Title 10 responsibilities to man, train, and equip forces that originate with the Commandant of the Marine Corps (CMC), as Service chief, and flow through the component commander. The component commander represents the CMC to the CCDR and advocates for Marine Corps Service functions on the CCDR staff. Force development includes the identification, validation, and tailoring of forces provided by the Marine Corps to meet the requirements of the CCDR. Force development must include the integration of joint capabilities to augment the Marine Corps in force packaging.

Force closure is a joint term defined as the point in time when a supported joint force commander (JFC) determines that sufficient personnel and equipment resources are in the assigned operational area to carry out assigned tasks. (JP 1-02)

Maritime Positioning Force. The MPF is a strategic power projection capability that consists of ships organized into two maritime positioning ships squadrons. These squadrons are strategically positioned around the world and are loaded with the weapon systems, equipment, and supplies to sustain a notional MAGTF of or greater than 16,000 members for up to 30 days. The forces comprising the supported MAGTF will enter a theater of operations by air or sea and join with the weapon systems, equipment, and supplies unloaded at a nearby port during arrival and assembly operations. The MPF is a critical enabler in Marine Corps participation in crisis response.

Maritime Positioning Force Operations. The elements of an MPF operation include MPF ships, a US Navy support element, a fly-in echelon, and the supported MARFOR. A maritime positioning ships squadron can support scalable MAGTFs through selective offloading of equipment and supplies from the following vessels:

- Large, medium-speed roll-on/roll-off vessels.
- The USNS [United States Naval Ship] Bobo (T-AK) class container and roll-on/roll-off ships.
- The Lewis and Clark (T-AKE) class dry cargo/ammunition ships.

Ships from one maritime positioning ships squadron are generally interchangeable with ships from another squadron. However, MPF and amphibious operations are separate and complementary capabilities; one is not a substitute for the other. The MPF is not to be confused with joint logistics over-the-shore, strategic sealift, or a floating warehouse.

Positioning Programs. The Marine Corps Positioning Program (MCP) enables the Marine Corps to rapidly respond to regional contingencies with strategically positioned equipment and supplies afloat on the maritime positioning ships or ashore with the Marine Expeditionary Unit Augmentation Program in Kuwait or the Marine Corps Positioning Program-Norway (MCP-N). These programs enable rapid force closure of a MAGTF as it conducts reception, staging, onward movement, and integration (RSOI). The GCC is responsible for joint reception, staging, onward movement, and integration (JRSOI). The Marine forces coordinate with the GCC staff on setting the conditions to ensure the support of theater logistic enablers. See JP 3-35, *Deployment and Redeployment Operations*, for further guidance.

Marine Corps Positioning Program-Norway permits the positioning and maintenance of Marine Corps equipment and supplies in underground storage facilities in Norway. The MCP-N is a HQMC-sponsored and bilaterally-managed program with the HN of Norway. Continuously, MCP-N has represented a strong political and military partnership between the United States and Norway for the past three decades. The MCP-N is a capabilities-based equipment set that supports operations through the mid-intensity conflict level of the range of military operations, and provides augmentation for the employment of up to a Marine expeditionary brigade-sized force.

Previously, HQMC has approved use of equipment and supplies for exercises or operations outside of Norway. The MCP-N out-of-area policy allows for this by requesting the use of these assets from HQMC via the appropriate chain of command/national command relationships. Additionally, HQMC has designated commander, Marine Forces European Command as its executive agent for these matters once HQMC approval has been granted. Requests for exception to this policy must be forwarded to HQMC for approval.

Aviation Logistics Support Ships. There are currently two aviation logistics support ships that support Marine Corps aviation: one is located on the West Coast and the other on the East Coast. They are maintained in reduced operating status-5 capability, which requires five days for reactivation. These aviation logistics support ships provide dedicated sealift for movement of the supplies and equipment of a Marine aviation logistics squadron and they provide an aviation-focused, intermediate maintenance activity

aboard ship. This intermediate maintenance activity is task-organized to repair aircraft parts and equipment for MAGTF aircraft.

Reception, Staging, Onward Movement, and Integration. The final phase in the force deployment effort is RSOI, a critical link between deployment and employment of forces. The intention of RSOI is to transition arriving personnel, weapon systems, and equipment into organized units ready to execute operations. Additionally, RSOI involves both operational-level and tactical-level logistic organizations. The RSOI activities must be controlled and coordinated in a manner that, first, synchronizes the flow of forces to prevent or reduce bottlenecks at transportation nodes and, second, delivers the right mix of capabilities over time to achieve a rapid buildup of combat power. The scope of RSOI activities and support required during this phase of force deployment depends on the size and capability of the deployed force, as well as the environment the force is entering.

For example, a Marine expeditionary unit may conduct forcible entry and establish a point of entry for follow-on forces. Once the Marine expeditionary unit establishes a secure area, the logistics combat element can conduct limited RSOI to move supplies and equipment ashore. Conversely, deploying a MEF to an austere area would require significant external support to conduct RSOI in order to rapidly build up the combat power a MEF provides. In this case, the gaining force commander must plan and conduct RSOI activities as part of force deployment.

Even if the Marine Corps is conducting a single-Service operation, the Marine Corps component commander of the area of responsibility (AOR) in which the operation is taking place must coordinate with the HN, the other Service components, and the CCDR.

Sustainment

Sustainment is the provision of logistic and personnel services required to maintain and prolong operations until successful mission accomplishment. (JP 1-02) Sustainment includes, but is not limited to, the following eight areas:

- Provision of logistic services.
- Personnel support.
- Integrated supply support.
- Distribution.
- Maintenance.
- Engineering.
- Health service support.
- Contracted logistic support.

Of these eight areas, the two that require the most detailed description are distribution and maintenance.

Sustainment is accomplished through the integration of national and global resources, as well as strategic, Service-level, joint, and theater assets. It ensures the Marine forces are physically available and properly equipped at the right place and time to support the CCDR in the conduct of operations. Successful sustainment enables freedom of action by increasing the quantity and quality of options available to the CCDR.

Sustainment at the operational-level relies heavily on distribution, which is the management and coordination of the storage and transportation of materiel and information in coordinated distribution lanes. Marine Corps Logistics Command, serving as the distribution process owner for the Marine Corps (MCO 4470.1, *Marine*

Air Ground Task Force [MAGTF] Deployment and Distribution Policy [MDDP]), coordinates equipment closure from the strategic source of supply to the point of delivery in theater. The Marine Corps component commander coordinates from the point of delivery in theater to the tactical-level logistic elements. The key elements of distribution are planning, shipping, receiving, tracking, and reporting of materiel and information.

Another element of sustainment at the operational-level is maintenance. Operational-level maintenance includes the management of materiel maintenance or repair involving the overhaul, upgrading, rebuilding, testing, inspection, and reclamation, as necessary, of weapon systems, equipment end items, parts, components, assemblies, and subassemblies. Operational-level maintenance also includes selected software maintenance, installations, and upgrades; the installation of parts or components for modifications; and technical assistance to intermediate maintenance organizations, operational units, and other activities. The Marine Corps maintains diverse maintenance support programs, including organic depots, contracted maintenance support, forward maintenance in areas of operations, and contact/technical support teams.

Redeployment

Redeployment is defined as the transfer or rotation of forces and materiel to support another joint force commander's operational requirements, or to return personnel, equipment, and materiel to the home and/or demobilization stations for reintegration and/or out-processing. (JP 1-02) Redeployment planning is the responsibility of the losing supported force commander unless redeployment is to a new operational area. In that case, redeployment planning is the responsibility of the gaining unit force commander. In the Marine Corps, both the losing supported commander and the gaining supported commander receive redeployment planning and coordination support from the appropriate Marine Corps component commander. The supported Marine Corps component command receives, validates, and prioritizes the redeployment requirements of the Marine forces and acts as their advocate with the joint enablers that execute redeployment activities. Unless delegated by the Marine Corps component commander, the supported Marine units are precluded from coordinating directly with those joint enablers. This restriction allows the Marine Corps component command to leverage the joint enablers while ensuring the priorities of the CCDR are met as effectively as possible. Refer to JP 3-35 for further guidance.

CHAPTER 3

CAPABILITIES OF

OPERATIONAL-LEVEL LOGISTICS

LOGISTIC AUTHORITY AND SUPPORT

The CCDR plans, coordinates, and executes logistics at the combatant command level and delegates responsibilities for logistics to subordinate component commands commensurate with their Service and functional capacities and capabilities. The CCDR may exercise directive authority for logistics when deemed necessary.

According to MCWP 3-40.8, *Marine Corps Componency*, Marine Corps components under the GCC are responsible for executing the Service responsibility functions in a particular AOR. The Marine Corps component commands are responsible to plan and execute logistic support to all Marine forces within their assigned GCC AOR. The Marine Corps component staff is responsible for coordinating with other Service components, theater special operations commands (TSOCs), functional components, Naval Supply Systems Commands, and Department of Defense (DOD) logistic agencies, which provide logistic support to Marine forces. Those Marines assigned to a Marine Corps component staff must be aware of the various organizations and entities that enable operational-level logistics in a military region, area of operations, theater, or campaign.

The authority and responsibility of logistic support to special operations forces (SOF) is articulated in JP 3-05, *Special Operations*, which states that the GCCs and Service component commanders, in coordination with the TSOC, are responsible for ensuring that effective and responsive SOF support systems are developed and provided for assigned SOF. The logistic support of SOF units is the responsibility of their parent Service, except when otherwise provided for by support agreements or other directives. This responsibility exists regardless of whether the SOF unit requiring support is assigned to the Service component, TSOC, joint force special operations component commander, or joint special operations task force.

UNITED STATES MARINE CORPS

Marine Corps Organizations That Support Operational-Level Logistics

Headquarters, Marine Corps, located in Arlington, Virginia, consists of the CMC and those staff agencies that advise and assist in discharging his/her responsibilities prescribed by law and higher authority. The CMC is directly accountable to the Secretary of the Navy for the total performance of the Marine Corps. This includes the administration, discipline, internal organization, training requirements, efficiency, and readiness of the Service. The deputy commandant (DC) organizations that support operational-level logistics include, but are not limited to, DC, Installation and Logistics (I&L); DC, Plans, Policies, and Operations; DC, Aviation; the Medical Officer to the Marine Corps; DC, Programs and Resources; and director, Expeditionary Energy Office. See Marine Corps Reference Publication (MCRP) 5-12D,

Organization of the United States Marine Corps, for detailed information about the staff sections and agencies of HQMC.

External Marine Corps Organizations That Conduct Operational-Level Logistics

Marine Corps Logistics Command. Marine Corps Logistics Command (MARCORLOGCOM) is headquartered in Albany, Georgia. The command provides worldwide, integrated logistic and supply chain distribution and maintenance management. It also provides strategic prepositioning capability in support of the operating forces and other supported units in order to maximize their readiness and sustainability and support enterprise and program-level total life cycle management. The MARCORLOGCOM comprises three subordinate commands and a headquarters element that consists of six functionally aligned centers. The commands and centers bring MARCORLOGCOM's core competencies of supply, maintenance, distribution, and prepositioning to bear across the range of materiel readiness as an operational-level logistic solutions provider for the Marine Corps. The MARCORLOGCOM's contributions to materiel readiness come in a variety of capabilities, functions, and services that integrate and synchronize strategic-level logistics to support tactical-level requirements for logistics beyond the capacity or capability of the MAGTF. The following roles and designations are assigned to MARCORLOGCOM:

- Serve as the enterprise ground equipment inventory manager of the Marine Corps, supporting acquisition, life cycle sustainment planning, maintenance planning and execution, and operational sustainment of Marine Corps weapon systems and equipment.
- Control the Marine Corps' principal end item inventory management and rotation as DC, I&L's executive agent.
- Serve as the enterprise-level distribution manager with emphasis on intertheater movement from point of origin to final destination.
- Provide asset visibility and the ability to track, trace, and expedite on demand from point of origin to final destination.
- Maintain responsibility for the management of the retrograde of equipment and materiel from the theater of operations.
- Manage the Marine Corps' war reserve materiel requirements program, which represents the Marine Corps' requirement of weapon systems, equipment, and supplies to sustain forces in combat based on the requirements of the individual MEFs, to include assigned selected Marine Forces Reserve units. The War Reserve System, an automated process and system that supports war reserve material, ensures that materiel assets are available to the operating forces to sustain combat operations until the DOD materiel distribution system is able to provide support on a sustained basis. Refer to MCO 4400.39, *War Reserve Materiel (WRM) Policy Manual*, and Navy/Marine Corps Publication 4000.1, *War Reserve Materiel Program Handbook*, for additional guidance.

Commands subordinate to MARCORLOGCOM are Blount Island Command, Marine Depot Maintenance Command (MDMC), and MARCORLOGCOM (forward).

Blount Island Command. The Blount Island Command is located onboard Marine Corps Support Facility, Blount Island in Jacksonville, Florida, and is responsible for managing the Marine Corps' prepositioning programs, which include the MPF, MCPP-N, and other Marine Corps component prepositioning programs, as directed. Some of the command's roles and responsibilities include the following:

- Provide supplies, storage, and maintenance support to these programs.
- Manage MPF repair centers, which perform overflow field maintenance on ground equipment for these programs.

- Manage storage facilities that house consumable and repairable materials in support of the MPF and MCPP-N.
- Manage inventory and maintain equipment, as well as modification and replacement support for MPF and the MCPP-N assets.
- Deploy, when requested, technical assistance advisory teams to a theater of operations to provide technical assistance for MPF or MCPP-N arrival and assembly and regeneration operations.

Additionally, Marine Corps Support Facility, Blount Island provides a marshaling area and multiple ships' berths to serve as a seaport of embarkation and/or a seaport of debarkation (SPOD) in support of continental United States (CONUS)-based Marine forces' deployment to and from contingencies, operations, and exercises.

Marine Depot Maintenance Command. The MDMC provides depot-level maintenance to the Marine Corps, other Services, and other supported organizations. These efforts include rebuilding and repairing, engineering, manufacturing, and providing other technical services in order to maximize the readiness and sustainability of ground weapon systems. Two production plants comprise MDMC and they are located in Albany, Georgia, and Barstow, California. Additionally, at the request of MEF-level intermediate maintenance activities, MDMC provides maintenance support for remaining/left behind equipment and maintains a corrosion rehabilitation facility and administrative storage program. At the request of Marine Forces Reserve (MARFORRES), MDMC provides technical and maintenance support for preventive maintenance checks and services and limited corrective maintenance on MARFORRES ground weapon systems. Additionally, MDMC supports MARFORRES with mobile teams that travel to Reserve sites to train and conduct maintenance. The MDMC is capable of projecting forward to support and augment maintenance activities in theaters of operations.

Marine Corps Logistics Command (Forward). When requested by the Marine Corps component commander and directed by CMC, MARCORLOGCOM (forward) deploys to provide operational-level sustainment, maintenance, distribution, and prepositioning support to Marine forces, other Services, and supported organizations. It enables, supports, and sustains the Marine forces' materiel and equipment readiness and warfighting capabilities. Additionally, MARCORLOGCOM (forward) can conduct required actions to enable in-theater retrograde and redeployment.

Marine Corps Systems Command. Marine Corps Systems Command (MARCORSYSCOM) is the Department of the Navy's systems command for Marine Corps ground weapons, ammunition, and information technology system programs. The MARCORSYSCOM equips and sustains Marine forces with a full range of current and future expeditionary and crisis response capabilities. The MARCORSYSCOM retains the ability to deploy a MARCORSYCOM (forward) element to provide appropriate in-theater support.

In addition to researching, developing, testing, and procuring Marine Corps ground weapon systems and equipment, MARCORSYSCOM program managers also bear the responsibility for developing the overall concept for sustainment and product support across the entire life cycle of their respective weapon systems and equipment. These plans are generated in the form of life cycle sustainment plans, which are formal sustainment plans that are continuously reviewed, updated, and approved as a program proceeds through its life cycle—from fielding to disposal. Also, MARCORSYSCOM is supported by MARCORLOGCOM in the planning and execution of life cycle sustainment plans.

Program Executive Officer Land Systems Marine Corps is the Marine Corps' only program executive officer. A separate organization that reports directly to the Assistant Secretary of the Navy for Research, Development, and Acquisition, Program Executive Officer Land Systems Marine Corps has an

integral relationship with MARCORSYSCOM, such that it leverages infrastructure, competencies, and technical authority.

UNITED STATES ARMY

Lead Service Common-User Logistics

Normally, the CCDR assigns lead Service common-user logistics (CUL) responsibilities through the contingency planning process to achieve efficiencies and eliminate redundancies. The CCDR usually assigns lead Service responsibilities to the dominant user and/or most capable Service for a particular common supply item or service. These assignments generally mirror functional capabilities, with aerospace and aviation functions normally falling under the US Air Force and maritime functions falling under the US Navy.

In many cases, the lead Service for CUL functions within a joint or multinational force is the US Army. The Army's TSC executes many of its support responsibilities to the other Services. The TSC assists the Army Service component command (ASCC) Assistant Chief of Staff, G-4 logistic section's planners in identifying all lead Service support requirements (to include joint, multinational, and interagency requirements) so that scarce resources can be distributed throughout the force. The TSC synchronizes support responsibilities falling to other Army theater-level commands with applicable portions of the distribution plan. See appendix D for a list of possible CUL functions.

Army Materiel Command

Army Materiel Command (AMC) is the Army's strategic and operational provider of materiel readiness. It provides technology, acquisition support, materiel development, power projection of logistics, and sustainment to the Army and joint forces across the range of joint military operations. Also, AMC maintains the Army's prepositioned stocks, both on land and afloat, and serves as the DOD executive agent for chemical weapons and conventional ammunition. The major subordinate commands of AMC include Army Sustainment Command (ASC), Surface Deployment and Distribution Command (SDDC), and the Army Contracting Command. Through the Army Contracting Command, AMC handles most of the Army's contracting, which includes a full range of contracting services for deployed joint forces and installations, supplies, and common-use information technology hardware and software. Also, AMC manages the US Army's maintenance depots and arsenals, which overhaul, repair, and modernize major weapon systems. Additionally, AMC operates a network of Army field support brigades, logistic support elements, and brigade logistic support teams—all of which identify and resolve equipment and maintenance problems as far forward as possible and address materiel readiness issues for combatant commands.

The ASC provides materiel readiness visibility and management, including property accountability and source of repair work-loading. Additionally, ASC maintains the logistics of the Civil Augmentation Program, which is usually an Army program that uses contractors in wartime to support global contingencies for DOD missions. Typically, the program delivers a wide range of support services, such as dining facilities, laundry, and lodging, to deployed forces worldwide. Also, ASC maintains and accounts for stocks in storage worldwide. These stocks include combat equipment and supplies as well as humanitarian mission stocks at land-based and sea-based positions strategically located around the globe.

Theater Sustainment Command

The mission of the TSC is to plan, prepare, rapidly deploy, and execute operational-level logistic provisions and support within an assigned theater. Additionally, TSC is capable of planning, controlling, and synchronizing operational-level Army deployment and sustainment for the ASCC or JFC. The TSC provides a centralized command and control structure of logistics for the theater Army and supported Services and DOD agencies. Also, TSC can simultaneously support deployment, movement, sustainment, redeployment, reconstitution, and retrograde of the joint force. As the senior logistic headquarters for the ASCC, the CCDR may designate the TSC as a joint functional command for logistics. When exercising this option, the CCDR must specify the control and tasking authorities bestowed on the TSC as well as the command relationships it will have with the other Service component commands. The TSC executes its mission through the use of modular forces, to include expeditionary sustainment commands, sustainment brigades, combat sustainment support battalions, and other modular sustainment formations.

As required by mission, enemy, terrain and weather, troops and support available, time available, and civil considerations, TSC may extend its operational reach by deploying multiple expeditionary sustainment commands or sustainment brigades into specified areas of operations and/or joint operations areas in order to more effectively provide responsive support to joint forces. These expeditionary sustainment commands can serve as forward headquarters of the TSC and provide command and control for theater opening, theater distribution, and theater sustainment on an area basis within and between specified areas of operations and/or joint operations areas. The TSC may be required to provide interim tactical-level support to early-deploying Army elements and supported units. Also, the TSC executes those lead Service CUL support requirements assigned to the ASCC by the CCDR. Refer to Army Techniques Publication (ATP) 4-94, *Theater Sustainment Command*, and ATP 4-93, *Sustainment Brigade*, for further guidance.

Joint Reception, Staging, Onward Movement, and Integration

The last phase of deployment, JRSOI, is the responsibility of the supported CCDR and is normally assigned to the ASCC. The final stage in JRSOI integration is the responsibility of the Service component for units assigned to that component. The JRSOI comprises the essential processes required to transition arriving personnel, equipment, and materiel into forces capable of meeting operational requirements. Each JRSOI is the critical link between deployment and employment of joint forces. The time between the initial arrival of deploying forces and operational employment is potentially the period of greatest vulnerability. During this transition period, deploying forces and capabilities may not fully sustain or defend themselves or contribute to mission accomplishment because some elements may not have attained required mission capability. Specifically, JRSOI planning is focused on the rapid integration of deploying forces—to quickly make them functioning and contributing elements of the joint force. It is essential that JRSOI is closely coordinated with the CCDR, United States Transportation Command (USTRANSCOM) and the Service components. Refer to JP 3-35 for further guidance.

Army Watercraft

Army watercraft provide theater opening and reception of Army and joint forces. The transportation brigades of the SDDC possess Army watercraft to support theater opening and RSOI of Army/joint forces. The deployment of these assets is notionally sequenced to arrive immediately after an amphibious assault/MPF offload and before arrival of follow on forces/sustainment. Army watercraft fall into two categories: lighterage and floating utility craft. Lighterage are further classified into conventional displacement (landing craft), amphibious (wheeled), or modular causeway systems (powered ferry). Floating utility craft perform operations incidental to water terminal operations, except lighterage service. This category of craft includes harboring/oceangoing tugs, pusher tugs, floating cranes, barges, floating machine shops, floating causeways, and roll-on/roll-off discharge facilities. Refer to ATP 4-15, *Army Watercraft Operations*, for further guidance.

UNITED STATES NAVY

Naval Amphibious Force

Naval amphibious forces are responsive, flexible, powerful, and independent tools of national policy. Through power and presence, naval forces support US interests abroad. Essential to effectively support the national policy and military strategy is a strong naval component that can support the CDR and is capable of deterrence and contingency operations across the range of military operations while conducting operations at sea or from the sea. Naval amphibious forces possess the qualities of flexibility, self-sustainability, and mobility that are all linked to logistical interoperability and facilitate an expeditionary force that is forward-based and responsive to national policies.

Naval Logistics Integration

The overall goals and objectives of Naval Logistics Integration are to achieve an integrated naval logistic capability across the Department of the Navy and the US Coast Guard by focusing on strategic initiatives that will improve support of naval expeditionary warfare. The naval Services actively pursue appropriate COAs to improve naval logistics to the fullest extent possible by integrating Service capabilities and capacities of logistics while leveraging the Navy's global supply chain in order to ensure a naval logistic capability that can operate seamlessly afloat or ashore, successfully supporting and sustaining operating units in a joint warfighting environment. Refer to the DC, I&L and Office of the Chief of Naval Operations, Supply, Ordnance, and Logistics Operations Division (N41) co-sponsored Naval Logistics Integration playbook for further guidance as well as MCWP 4-2, *Naval Logistics*.

Navy Expeditionary Combat Command

The Navy Expeditionary Combat Command (NECC) serves as the single functional command for the Navy's expeditionary forces and as central management for the readiness, resources, manning, training, and equipping of those forces. Typically, NECC is a scalable force spanning the full range of military operations from military engagement, security cooperation, and deterrence to major operations and campaigns. The NECC is a command element and force provider for integrated maritime expeditionary missions. Additionally, NECC is a core expeditionary force, providing waterborne and ashore antiterrorism, force protection, theater security cooperation and engagement, and humanitarian assistance/disaster relief contingencies. Also, NECC consists of multiple subordinate commands, which are discussed in the following three subparagraphs.

Naval Construction Force Command. The naval mobile construction battalions of the Naval Construction Forces Command provide a wide range of general engineering support to the MAGTF or joint force, including construction of such structures as roads, bridges, bunkers, airfields, base camps, and logistic sites; power generation/distribution; water well drilling; quarry operations; and base camp operation/maintenance. Naval Construction Forces Command provides responsive support to disaster recovery operations, performs civic action projects to improve relations with other nations, and provides antiterrorism and force protection for personnel and construction projects. There are seven naval construction regiments that exercise command and control over the 21 battalions and other specialized units, including two underwater construction teams. Refer to MCWP 4-11.5, *SEABEE Operations in the MAGTF*, for further guidance.

Explosive Ordnance Disposal. The Navy's explosive ordnance disposal (EOD) mobile diving and salvage units clear harbors of navigation hazards, enabling safe port operations for joint forces. They also engage in underwater search and recovery operations and perform limited underwater repairs on ships. Navy EOD

can conduct counterimprovised explosive device operations, render safe explosive hazards, and disarm underwater explosives (e.g., mines). Most Navy EOD specialists are trained to handle chemical, biological, and radiological threats as well as conventional threats.

Navy Expeditionary Logistics Support Group. The Navy expeditionary logistics support group delivers expeditionary logistics in support of the CCDR, naval component commander, and the NECC as they execute OPLANs, concept plans, exercises, and other contingencies. The Navy expeditionary logistics support group is a critical element of MPF offloads, as it provides the Navy cargo-handling battalion personnel who operate the cranes, lighterage, and small boats that enable both pierside and in-stream offloads. Navy cargo-handling battalion units can also be assigned to joint task force (JTF) PO (SPOD) operations.

Maritime Expeditionary Security Force

The maritime expeditionary security force (MESF) conducts security operations worldwide in support of the CCDR in the near coast, inshore, and harbor/port environments. Essentially, MESF operates in the green water to shore areas in conjunction with the joint high-speed vessel to facilitate theater security cooperation initiatives and to provide off-shore critical infrastructure protection. Also, MESF provides security against waterborne and ground threats for designated assets and infrastructure. These MESF units are task-organized as adaptive security force packages designed to meet the operational requirements of the joint force maritime component command/Navy component command in order to support existing and evolving missions in major combat operations, maritime security operations, or maritime homeland security or homeland defense. Refer to Navy Warfare Publication 3-10, *Maritime Expeditionary Security Operations*, for further guidance.

UNITED STATES AIR FORCE

The Air Force provides air mobility to the CCDR through the use of its aircraft (including, but not limited to, the C-17 Globemaster and KC-135 Stratotanker) and contracted aircraft. Air mobility includes airlift, air refueling, and air mobility support operations. Refer to Air Force Doctrine Document 3-17, *Air Mobility Operations*, for further guidance.

The Air Force also provides deployable civil engineering support organizations that can provide CCDRs with expeditionary airfield development, repair, and maintenance capabilities. These organizations include Prime Base Engineer Emergency Force and Rapid Engineer Deployable Heavy Operational Repair Squadron Engineer (RED HORSE) units.

Prime Base Engineer Emergency Force

Prime Base Engineer Emergency Force provides expeditionary engineering and emergency services. Expeditionary engineering involves general engineering and geospatial engineering activities in an expeditionary environment. Some activities include establishing expeditionary bases, modifying terrain, modifying or repairing existing infrastructure, constructing force protection structures, and implementing environmental protection measures. Prime Base Engineer Emergency Force teams can be formed into an expeditionary civil engineer organization to sustain bases as they transition from short-term bases with initial standards of construction to more enduring bases with temporary or permanent infrastructure. This capability focuses on managing real property, facilities, and infrastructure on joint or enduring bases in CCDR AORs while providing protection, safety, security, and sustainability for personnel and mission critical assets. Refer to US Air Force Instruction 10-210, *Prime Base Engineer Emergency Force (BEEF) Program*, for further guidance.

Rapid Engineer Deployable Heavy Operational Repair Squadron Engineer

The RED HORSE squadrons are Air Force units that provide CCDRs with a highly mobile civil engineer response force to support contingency and special operations. Each RED HORSE unit is a self-sufficient, mobile squadron capable of rapid response and independent operations in remote, high-threat environments. It provides heavy infrastructure repair capability and construction support when requirements exceed normal base civil engineer capabilities and where joint engineer support is not readily available. Also, RED HORSE units erect specialized structures, such as aircraft shelters, dome shelters, clam shells, and expanded shelters. Additionally, RED HORSE unit capabilities include water-well drilling, explosive demolition, quarry operations, concrete and asphalt batch plant operations, material testing, large expedient facility erection, and concrete and asphalt paving. Refer to Air Force Doctrine Document 3-34, *Engineer Operations*, for further guidance.

UNITED STATES COAST GUARD

The US Coast Guard may attach a redeployment assistance and inspection detachment to the Army transportation command that supports the CCDR or JFC. The redeployment assistance and inspection detachment assists in the inspection of containers arriving and departing the AOR, ensuring the distribution owners have certified, seaworthy containers available for use. Also, the redeployment assistance and inspection detachment inspects, certifies, and approves the shipment of hazardous material to and from the theater of operations and CONUS in order to protect ports, vessels, and the surrounding population.

UNITED STATES TRANSPORTATION COMMAND

Serving as the joint distribution process owner, USTRANSCOM coordinates and oversees the DOD distribution system to provide interoperability, synchronization, and alignment of DOD-wide, end-to-end distribution. It develops and implements distribution process improvements that enhance the defense logistics and global supply chain management system. A supporting, functional combatant command with specific assigned responsibilities, USTRANSCOM provides common-user and commercial air, land, and sea transportation; terminal management; and aerial refueling to support the global deployment, employment, sustainment, and redeployment of US forces. Uniquely, USTRANSCOM serves as the mobility joint force provider as it identifies and recommends global joint sourcing solutions to the Chairman of the Joint Chiefs of Staff (CJCS) in coordination with the Services and other CCDRs; moreover, it supervises implementation of sourcing decisions and provides DOD global patient movement, in coordination with GCCs, through the Defense Transportation System.

The USTRANSCOM supports other distribution enablers, such as JTF PO, and activates, with approval of the Secretary of Defense (SecDef), the Civil Reserve Air Fleet (CRAF), the Ready Reserve Force, and the Voluntary Intermodal Sealift Agreement. Also, USTRANSCOM has the authority to procure commercial transportation services through component commands during the deployment, sustainment, and redeployment phases of a joint operation.

United States Transportation Command Fusion Center

The USTRANSCOM Fusion Center serves as the single coordination and synchronization element exercising movement control to achieve the USTRANSCOM commander's intent. The center conducts deliberate and crisis planning, coordination, and synchronization across multiple diverse distribution efforts. It builds distribution plans inside the GCC's decision cycle with the assistance of the transportation component command and other joint deployment distribution enterprise partners.

Global Patient Movement Requirements Center

The Global Patient Movement Requirements Center (GPMRC) is a joint activity reporting directly to USTRANSCOM. The GPMRC validates and regulates medical movement, provides patient in-transit visibility, and provides aeromedical evacuation scheduling of uniformed Services personnel to medical treatment facilities of the military departments or the Department of Veterans Affairs for CONUS and intertheater operations. The GPMRC coordinates with supporting resource providers to identify available assets and communicates transport-to-bed plans to Service components, or other agencies, to execute the mission. Refer to JP 4-02, *Health Service Support*, and MCRP 4-11.1G, *Patient Movement*, for more information.

Civil Reserve Air Fleet

The CRAF is composed of commercial aircraft committed to support the transportation of military forces and materiel worldwide. Selected aircraft from US airlines, contractually committed to the CRAF, support USTRANSCOM airlift requirements in emergencies when the need for airlift exceeds the capability of military aircraft.

Ready Reserve Force

The Ready Reserve Force is a fleet of ships maintained in a reduced operating status or a layup status by the Maritime Administration of the Department of Transportation for use by DOD in a war or contingency. These Ready Reserve Force ships carry combat surge and follow-on cargo. When activated, these ships come under the direction of Military Sealift Command (MSC) and are crewed by civilian mariners employed by a maritime administration contractor.

Voluntary Intermodal Sealift Agreement

The Voluntary Intermodal Sealift Agreement provides DOD with time-phased access to US-flagged commercial dry cargo vessels, intermodal systems, and infrastructure in return for peacetime business preference. When needed, the program is activated in three stages of increasing levels of commitment, depending on the severity of the contingency.

Although USTRANSCOM's coordination and synchronization efforts do not usurp the supported CCDR's Title 10 responsibilities, they drive unity of effort throughout the joint deployment and distribution enterprise to support the CCDRs. The supported CCDR coordinates movement requirements and sets priorities and required delivery dates with USTRANSCOM. Each CCDR is responsible for deployment and distribution operations executed with assigned and attached forces in his/her respective AOR.

Typically, USTRANSCOM executes its mission through its three Service component commands: the Army's SDDC, the Navy's MSC, and the Air Force's Air Mobility Command.

Surface Deployment and Distribution Command. The Army's SDDC manages CONUS surface transportation and provides common-use ocean terminal services and traffic management services to

deploy, sustain, and redeploy US forces globally. The SDDC is the seaport manager under the single-port manager concept for common-user seaports of embarkation and SPODs and provides the interface between DOD shippers and the commercial carrier industry. Additionally, SDDC coordinates worldwide force movement to seaports, prepares the ports for ships and cargo, and supervises the loading operations while managing freight movement in CONUS by surface and air carriers. The SDDC operates the defense freight railway interchange fleet, including special-use railcars, and administers DOD use of highways and railroads for national defense programs. It monitors the status of the transportation infrastructure system, including ports, inland waterways, pipelines, and air facilities.

The JTF-PO (SPOD) is a joint capability provided by USTRANSCOM that is designed to rapidly establish and initially operate an SPOD, establish a distribution node, and facilitate port throughput within a theater of operations. Its design and capabilities are similar to those of the JTF-PO (aerial port of debarkation [APOD]).

The JTF-PO (SPOD) enables and facilitates JRSOI by providing an effective interface with the theater JDDOC for initial SPOD operations, bridging distribution and onward movement gaps between strategic and operational levels, and enabling the coordinated handoff of SPOD operations to follow-on forces.

Military Sealift Command. The Navy's MSC provides common-user and exclusive-use sealift transportation services to deploy, sustain, and redeploy US forces globally. The MSC provides lift from the sea with a fleet of US Government-owned and chartered US flagged ships that include fast sealift ships and afloat prepositioning ships. Refer to JP 4-01, *Joint Doctrine for the Defense Transportation System*, for further guidance.

Air Mobility Command. The Air Force's Air Mobility Command provides common-user airlift, air refueling, and strategic air evacuation transportation services to deploy, sustain, and redeploy US forces globally. In addition, the Air Mobility Command is the single aerial port manager and, where designated, operator of common-user aerial ports of embarkation and APODs. The Air Mobility Command's aircraft fleet is composed primarily of military airlift aircraft. The CRAF is an additive force available for long-range airlift in times of national emergency.

The JTF-PO (APOD) is a joint capability provided by USTRANSCOM that is designed to rapidly establish and initially operate an APOD, establish a distribution node, and facilitate port throughput within a theater of operations. The JTF-PO (APOD) is not a standing task force, but is a jointly trained, ready set of forces constituted as a JTF at the time of need. Army elements of a JTF-PO (APOD) will normally include a transportation detachment (rapid port opening), movement control teams, cargo transfer units, and transportation truck units.

The JTF-PO (APOD) facilitates JRSOI and theater distribution by providing an effective interface with the theater JDDOC for initial APOD operations.

DEFENSE LOGISTICS AGENCY

The Defense Logistics Agency (DLA) manages, integrates, and synchronizes suppliers and supply chains to support the US Armed Forces, allies, and multinational partners. The Assistant SecDef (Logistics and Materiel Readiness), under the auspices of the Undersecretary for Acquisition, Technology, and Logistics, exercises authority, direction, and control over DLA. As a statutory combat support agency, DLA provides advice and assistance on logistics to the Office of the SecDef, the CJCS, the CCDRs, Military Departments,

DOD components, and interagency partners. When directed as part of a “whole-of-government” effort, DLA operates as part of the joint logistics enterprise in providing humanitarian assistance.

The DLA manages nine diverse supply chains, grouped into four categories: troop support, land and maritime, aviation, and DLA energy. Troop support manages supply Classes I, II, IV, VII, and VIII, and Class IX relating to construction equipment. Land and maritime manages supply Class IX relating to major end items and maritime assets. Aviation manages aviation Class IX, and DLA energy manages Class III. As the DOD executive agent, DLA serves as the manager for four of those supply chains: Class I (subsistence), Class IV (construction and barrier materiel), Class III (bulk petroleum), and Class VIII (medical materiel). Additionally, DLA has a global presence and operates regional commands in US Central Command, US Pacific Command, US European Command, and US Africa Command, and has liaison officers attached to the remaining CCDR staffs and the joint staff to assist with operation planning, exercises, and current operations. Their support teams provide logistic products and services to warfighters worldwide in support of military operations. Also, DLA provides disposal services through the DLA-disposition service.

GENERAL SERVICES ADMINISTRATION

The mission of the General Services Administration (GSA) is to deliver to the US Government the best value in real estate, acquisition, and technology services. The GSA delivers products, services, and policies to its federal customers through the federal acquisition service, the public buildings service, 12 staff offices, and the independent office of the inspector general and civilian board of contract appeals. They interact directly with customers through 11 regional offices and the central office in Washington, DC. Their acquisition solutions supply federal purchasers with cost-effective, high-quality products and services from commercial vendors. Additionally, GSA provides workplaces for federal employees and oversees the preservation of historic federal properties. The GSA oversees the business of the US Government, and its policies covering travel, property, and management practices promote efficient government operations.

CHAPTER 4

CAPABILITIES OF COMBATANT COMMAND LOGISTICS

MARINE CORPS COMPONENT

Marine Corps component commanders have responsibilities to the CCDRs that derive from their role in fulfilling the Marine Corps' Title 10 functions. The Marine Corps component commander coordinates Service-, joint-, and theater-specific logistic support. That commander informs the CCDR of plans or changes in logistic support that would significantly affect operational capability or sustainability of the Marine forces operating in the GCC AOR. The Marine Corps component commander provides the central policy and synchronization of logistics for Marine forces assigned to, attached to, or in support of the supported CCDR. As such, the Marine Corps component commander will ensure the concept of operations for logistics is designed to support the CCDR's plan and executed by all assigned Marine forces. See appendix E for detailed guidance for classes of supply, maintenance actions, distribution efforts, operational contract support (OCS), and interaction with the base operating support-integrator (BOS-I).

The Marine Corps component serves as a coordinator among the Marine Corps at the Service level, the CCDR, and any joint force that may be established. In this role, the Marine Corps component is responsible for ensuring Marine forces, in accordance with Title 10, are manned, trained, equipped, and sustained to execute assigned missions in the component's AOR. The Marine Corps component validates the tables of organization and equipment submitted by Marine forces, aligning them with the requirements of the CCDR and ensuring the Marine forces have met all theater-specific personnel and equipment requirements for the mission. Such requirements include developing and validating theater-specific equipment density lists and manning documents and then forwarding them to HQMC for approval in order to create a force that is task-organized to meet mission requirements. Additionally, the Marine component command may develop specific training requirements applicable to the CCDR's AOR. The Marine component commander analyzes those training requirements and publishes the required predeployment training guidance for the Marine force assigned to the component.

The Marine Corps component command is responsible for the identification and coordination of required Marine Corps logistic support at the operational level. Assigned or attached Marine forces send requirements for logistics to the Marine Corps component commander who validates and prioritizes those requirements. For Marine forces assigned to another Service component or JTF, operational-level requirements for logistics will be coordinated through that Service component or JTF chain of command and then passed to the Marine Corps component command. The Marine Corps component then determines what resources will be used or are necessary to fulfill the requirements.

In the case of MARSOF elements assigned to operate within the GCC's AOR, the TSOC validates the manning document and equipment density list submitted by the MARSOF elements to ensure they meet the GCC's special operations capable requirements. Marine Forces Special Operations Command then submits a statement of requirement to the TSOC of the GCC with a copy of the statement of requirement submitted

to the Marine Corps component command. Through the TSOC, the United States Special Operations Command (USSOCOM) is responsible to provide special operations-peculiar logistic support through USSOCOM-established infrastructure. Special operations-peculiar logistics includes equipment, materials, supplies, and services required for special operations missions for which there is no Service common requirement. All remaining logistic support requirements are the responsibility of the Marine Corps component command. Refer to the June 2010 Memorandum of Agreement between the Department of the Navy and USSOCOM for further guidance on the responsibilities and support of each Service. The Marine Corps component also develops logistic support agreements with other Service components and participates in component command-level working groups.

The Marine Corps component command is responsible for planning and coordinating contracting support in accordance with the guidance received from the supported CCDR and HQMC. Contracting requires a particular set of skills, certifications, and authorities. In arranging support for the attached or assigned Marine forces, the Marine Corps component commander may use contingency contracting to obtain goods and services. The level of support differs from country to country and must be thoroughly analyzed by the component command during the planning process and constantly reassessed during employment. The Marine Corps component command should centralize requirements and coordinate efforts to avoid overburdening the local economy. Refer to JP 4-10, *Operational Contract Support*, for further guidance.

Contingency contracting is performed during military operations in an overseas location following the policies and procedures outlined in the *Federal Acquisition Regulation* and the *Defense Federal Acquisition Regulation Supplement*. Marine Corps contingency contracting officers may acquire supplies and services from theater resources, such as NGOs, foreign governments, or individual civilian providers. Planning should address theater sources and the early deployment of contingency contractors to a theater of war. Contracting in the area of operations must be coordinated with the overall operations concept to ensure logistic measures do not compromise other facets of the operations. Refer to the Defense Procurement and Acquisition Policy-sponsored *Defense Contingency Contracting Handbook* and MCRP 4-11E, *Contingency Contracting*, for further guidance.

COMBATANT COMMANDER LOGISTIC AUTHORITY AND SUPPORT

Combatant commanders optimize component, coalition, agency, and other partner nation capabilities against the overall requirements for logistics of the joint force. Combatant command (command authority) is the authority of a CCDR to perform those functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command.

The CCDR derives authority for logistics from combatant command (command authority). The CCDR may choose to assign specific CUL functions, to include both planning and execution, to a lead Service. These assignments can be for single or multiple common functions of logistics, and may be based on phases or locations within the theater of operations. The CCDR lead Service assignments are normally aligned with office of the SecDef-level executive agent designations, but this may not always be the case. For example, in circumstances when one Service is the predominant provider of forces or the owner of the preponderance of logistic capability, it may be appropriate to designate that Service as the lead Service for CUL. It would be rare for one Service organization to have all the capabilities required to support an operation; therefore, the CCDR may augment the lead Service logistic organization with capabilities from another component's logistic organizations as appropriate.

The CCDR may establish logistic boards, centers, cells, or other organizations to assess the constantly changing operational environment. These organizations' roles, responsibilities, locations, and relationships are defined in planning or execution documents. These organizations provide advice and recommendations to the CCDR concerning prioritization, allocation, or procedural changes. See appendix F for a list of commonly instituted boards, centers, cells, and other organizations.

Combatant Command Logistics Directorate, J-4

The J-4 is the CCDR's principal staff organization responsible for integrating planning and execution of logistics in support of joint operations. The J-4 staff executes its responsibilities by integrating, coordinating, and synchronizing Service component capabilities of logistics in support of joint force requirements. The J-4 is also responsible for advising the CCDR of the available logistic support that can be provided. The J-4 optimizes available resources to provide the most effective joint outcomes by fusing information to facilitate integrated, quality decisionmaking. In addition, the J-4 and other logisticians support the J-3 lead in the planning and execution of requirements for the JRSOI process and base operating support integration planning and sustainment.

Joint Deployment and Distribution Operations Center

The JDDOC is an integral organization of the CCDR's staff, normally under the direction of the J-4 within the theater of operations. The JDDOC coordinates with national partners to address and solve deployment and distribution issues. It has the capability to develop deployment and distribution plans, integrate multinational and interagency deployment and distribution, and synchronize the movement of sustainment in support of the CCDR's priorities. The JDDOC structure is tailored by the CCDR after considering the operational mission, the operational environment (e.g., US-only, allied and/or multinational participation, force posture), and the maturity of the theater of operations. A CCDR establishes a JDDOC to synchronize and optimize the flow of arriving forces and materiel between the intertheater and intratheater transportation pipeline. As the operational tempo increases during a contingency or crisis, additional joint logisticians and selected subject matter experts may augment the JDDOC and use established networks and command relationships instead of creating new staffs.

Base Operating Support-Integrator

The BOS-I ensures unity of effort by coordinating engineer support and logistics when multiple Service components share a common base. This includes, but is not limited to, master planning, collecting and prioritizing construction requirements, seeking funding support, and providing force protection. The CCDR may designate a single Service as the BOS-I for the base. When the base has a joint-use airfield, the CCDR also designates a senior airfield authority responsible for airfield operations. When BOS-I and senior airfield authority are designated to different nations or Services, close coordination of base support and logistics is essential.

Acquisition and Cross-Servicing Agreements

Department of Defense policy states that DOD components are authorized to acquire and provide logistic support, supplies, and services directly from/to eligible countries and international organizations. Acquisition and cross-servicing agreements provide two distinct legal authorities: acquisition-only authority and cross-servicing agreement. Each CCDR may acquire logistic support, supplies, and services under the acquisition-only authority in appropriate cases. The SecDef is authorized to enter into cross-servicing agreements for the reciprocal provision of logistic support, supplies, and services with the military forces or international organizations. Such reciprocal provision may also be provided for the governments of North Atlantic Treaty Organization (NATO) countries, NATO subsidiary bodies, the United Nations, any other regional international organization of which the United States is a member, or governments of

designated non-NATO countries. The CCDRs may also negotiate and conclude cross-servicing agreements as a lead agent when authorized by the CJCS. This authority may be delegated to a GCC subelement. Refer to DOD Directive 2010.9, *Acquisition and Cross-Servicing Agreements*, for further details.

Operational Contract Support

The DOD increasingly relies on contractors to perform many tasks. Operational contract support enables the CCDR to deliver a variety of services, such as base operational support, transportation, and security, in a designated area of operations. Operational contract support is the process of planning for and obtaining supplies, services, and construction from commercial sources in support of CCDR-directed operations along with the associated contingency contracting and associated contractor personnel management functions. Operational contract support applies to the full range of military operations to include contract support to the initial phases of an operation.

Contracting Responsibilities. The supported CCDR must work very closely with the appropriate subordinate JFCs, functional combatant commands, Service components, and DOD combat support agencies to determine OCS requirements. The JTF commanders play a key role in determining specific contracted support requirements, in contracting planning, as well as in the execution of OCS oversight within a specified operational area.

Operational Contract Support Integration Cell. The primary purpose of the OCS integration cell is to plan, coordinate, and integrate OCS actions across all primary and special staffs, Service components, supporting lead Service for contracting command, or Joint Theater Support Contracting Command (if formed). This cell should be a full-time cell at the CCDR J-4 as well as the subordinate JFC J-4 staff in operations with any significant level of OCS requirements. There is no set structure or size for an OCS integration cell; size and configuration are mission dependent. This cell is made up of a mixture of personnel with operational-level experience in logistics and contracting. Initial manning of a subordinate or a JFC OCS integration cell should include a joint contingency acquisition support office mission support team as well as a Joint Theater Support Contracting Command or lead Service for contracting liaison staff. Refer to JP 4-10.

DIRECTIVE AUTHORITY FOR LOGISTICS

Directive authority for logistics is the CCDR's authority to issue directives to the subordinate commanders necessary to ensure the effective execution of approved OPLANs. The CCDR may exercise directive authority for logistics and may delegate directive authority for a common support capability. For some commodities or support services common to two or more Services, one Service may be given responsibility for management based on DOD executive agent designations or inter-Service support agreements.

MILITARY ENGAGEMENT, SECURITY COOPERATION, AND DETERRENCE

The National Strategy of the United States directs development of theater campaign plans focused on steady state and foundational activities, which include military engagement, security cooperation, and deterrence activities. These are shaping actions that occur on a continuous basis, regardless of the presence of an ongoing operation or contingency. The Marine component command will be involved in developing mutually supportive relationships to enhance coordination among regional partners and CCDRs as an

important enabler for joint logistic operations. Effective joint and combined logistic operations during this phase provide the foundation for an expanded role in later crises while providing additional warfighting capability.

FOREIGN HUMANITARIAN ASSISTANCE/DISASTER RELIEF

Foreign humanitarian assistance and disaster relief operations require time-sensitive sourcing of critical commodities and capabilities along with their rapid delivery to the point of need. During these operations, joint logistics is often the main effort and consists of DOD activities normally in support of the United States Agency for International Development or the Department of State.

Foreign humanitarian assistance is conducted outside the United States, its territories, and possessions to relieve or reduce human suffering, disease, hunger, or privation. While US military forces are not the primary US Government means of providing foreign humanitarian assistance, the assistance they are tasked to provide is designed to supplement or complement the efforts of the HN civil authorities or agencies that may have the primary responsibility for providing that assistance. The Defense Security Cooperation Agency, a department of the Office of the SecDef, is the program and funding manager for foreign humanitarian assistance. The Defense Security Cooperation Agency arranges DOD-funded and space available transportation for NGOs for delivery of humanitarian goods to countries in need; coordinates foreign disaster relief missions; and, in concert with DLA, procures, manages, and arranges for delivery of humanitarian daily rations and other humanitarian materiel in support of US policy objectives. Refer to JP 3-29, *Foreign Humanitarian Assistance*, for further guidance.

INTERAGENCY, INTERGOVERNMENTAL, AND NONGOVERNMENTAL ORGANIZATIONS

Interagency coordination is the coordination that occurs between agencies of the US Government, including DOD, for the purpose of accomplishing an objective. Similarly, in the context of DOD involvement, IGO and NGO coordination refer to coordination between elements of DOD and IGOs or NGOs to achieve an objective. The integration of US political and military objectives and the subsequent translation of these objectives into action have always been essential to success at all levels of operations. Military operations must be coordinated with the activities of other agencies of the US Government, IGOs, NGOs, regional organizations, the operations of foreign forces, and activities of various HN agencies. Sometimes the JFC draws on the capabilities of other organizations, sometimes the CCDR provides capabilities to other organizations, and sometimes the CCDR merely deconflicts activities with those of others. Interagency coordination forges the vital link between the military and the diplomatic, informational, and economic instruments of the US Government. Successful interagency, IGO, and NGO coordination enables the government to build international support, conserve resources, and conduct coherent operations that efficiently achieve shared international goals. Refer to JP 3-08 volumes I and II, *Interagency, Intergovernmental Organization, and Nongovernmental Organization Coordination During Joint Operations*, for further guidance.

MULTINATIONAL OPERATIONS

Multinational operations are operations conducted by forces of two or more nations, usually undertaken within the structure of a coalition or alliance. Other possible arrangements include supervision by an IGO, such as the United Nations or the Organization for Security and Cooperation in Europe. During most multinational operations, each troop-contributing nation is responsible for supporting the logistical needs of its contingent. In some cases, however, troop-contributing nations are unable to do so; hence, support may be provided by the United States or another nation on a reimbursable basis.

Commonly used terms for multinational operations include allied, bilateral, coalition, combined, combined/coalition, or multilateral operations. Refer to JP 3-16, *Multinational Operations*, for further guidance.

CIVIL SUPPORT

Civil support capabilities are derived from DOD warfighting capabilities that could be applied to foreign or domestic assistance or law enforcement support missions. Although civil support focuses on a domestic context, it extends beyond the standard domestic definition. The DOD's role in the civil support mission consists of support to US civil authorities (Department of Homeland Security or other agencies) for domestic emergencies and for designated law enforcement and other activities. Since it pertains to military support provided inside the boundaries of the continental United States, civil support is coordinated by the United States Northern Command. Usually, civil support operations are divided into three broad categories: domestic emergencies, designated law enforcement support, and other activities. These categories, in many cases, can overlap or be in effect simultaneously, depending on the particular circumstances of the incident. Refer to JP 3-28, *Defense Support to Civil Authorities*, for further guidance.

APPENDIX A

COMPONENT LOGISTIC ELEMENT

Operational-level logistics is a Marine Corps component commander's responsibility and ultimately the component commander will determine the best method to provide operational-level logistics to the Marine forces that are supporting the combined/joint force commander. This appendix provides additional details on the options that are available to the component commander and his/her staff in developing a structure to address their operational-level concept of support for logistics, referred to here as the component logistic element.

Component Logistics Element Characteristics

An effective and efficient Marine Corps component logistic element has the characteristics discussed in the following subparagraphs.

Specific Task Organization

The component logistic element must be task-organized to design, plan, manage, and coordinate logistic support at echelons above the MAGTF. A component logistic element must be capable of managing a diverse and dispersed set of capabilities, coordinating and synchronizing them across the assigned theater. This requirement is complex, often requiring the component logistic element to work with all levels of logistics within the GCC's staff, Service components, supporting functional CCDRs, combat support agencies, HN and coalition partners, and the Marine Corps. The component logistic element plans and coordinates with the Joint Forces Command, Theater Support Command, the other Services, interagency organizations, and with allied and HNs for ground logistic support for the Marine Corps component.

Expeditionary in Nature

The Marine Corps is specifically organized to rapidly deploy and to conduct operations in an expeditionary environment. The expeditionary mindset is characterized by constant preparation for immediate operation in austere environments—arriving with the necessary organization and equipment to accomplish the mission.

Agile and Responsive

In any theater, the ability of a force to maintain operational tempo is critical to success at all levels of war. The component logistic element must be able to react quickly to emergent requirements and to forecast future demands in order to provide the MAGTF commander the greatest number of options in his/her operational planning and tactical execution.

Adaptable and Flexible

The hallmark of any effective logistic organization is the capacity to adjust quickly to changing conditions and requirements. By quickly adjusting priorities and practices, a component logistic element adapts to the demands of the MAGTF commander, enabling him/her to quickly react to the enemy's actions/weaknesses and exploit allied successes.

Interoperability

Operational-level logistics is inherently joint and combined. The capabilities of the Marine Corps component logistic element complement those of joint and combined forces and require effective and seamless interaction in order to best support the Marine Corps component and combined/joint command.

Mission Statement for a Component Logistic Element

On order, the component logistic element executes component-level logistic support operations by monitoring, coordinating, and advocating strategic- and theater-level support in order to enable rapid build-up, sustainment, reconstitution, redeployment, and retrograde of Marine combat power.

Possible Manning Options

Reinforced Component Command G-4. A reinforced G-4 is the simplest, most seamless, and, generally, the default option for most component commanders. This involves prior battlestaffing and, in execution, augmenting the existing component G-4 with additional liaison officers, subject matter experts, action officers, and Marines, who will provide the required depth to the component G-4 to support increased operations. These additional personnel can also form coordination elements employed by the component G-4 in strategic locations to enhance its capability of operational-level logistics. Additional organizations (e.g., MARCORLOGCOM [forward], MARCORSYSCOM [forward]) may also be required to support operational-level requirements for logistics and will be coordinated by the component G-4.

Deputy Commanding General (Support). A logistic general officer is designated a deputy commanding general (support) to the component commander. The personnel involved in this designation may include the general, the general's personal staff, a small core of staff officers, liaison officers, and designated subordinate operational logistic organizations (e.g., MARCORLOGCOM [forward], MARCORSYSCOM [forward]). The deputy commanding general provides coordination and direction for day-to-day tasks to the operational logistic organizations and works in conjunction with the component G-4.

Component Logistics Element Command. The component logistic element command option is the largest and most complex possibility for a component logistic element. This entails the creation of a command organization built around a logistic general officer, the general officer's staff, a large number of liaison officers, and designated subordinate operational-level logistic organizations (e.g., MARCORLOGCOM [forward], MARCORSYSCOM [forward]).

Liaison officers from all manning options will represent the component at the numerous joint logistic boards, centers, cells, and other working groups convened by the combined/joint force commander (see app. F). A liaison officer may also be emplaced in other Service component commands to coordinate component requirements for logistics.

Command Relationships

The following are some examples of the command relationships that may be formed with the component logistic element:

- The component logistic element and its designated subordinate operational-level elements are OPCON to the Marine forces with a reporting requirement to the combined/joint command (through the component G-4).
- Subordinate operational-level elements (e.g., MARCORLOGCOM [forward]) are under the operational control of the component logistic element or G-4.

- Under some circumstances, when aligned under functional lines, the Marine component logistic element command may be under the tactical control of the functional component commander or another component command acting as a combined/joint task force.
- The component logistic element works for the Marine forces and executes operational-level logistics. The component logistic element has a complimentary relationship with the logistics combat element of the MAGTF. The component logistic element's actions enable and enhance the logistics combat element's logistic capabilities and the support it provides to the MAGTF. Both have their own separate chains of command—the logistics combat element reports to the MAGTF commander and the component logistic element reports to the Marine forces. Maintaining these clear lines of responsibility and command is essential for effective and efficient logistic support to Marine forces.

Mission Essential Task List

Plan and Coordinate Reception, Staging, and Onward Movement. Marine Corps task 1.2.6 provides guidance, policy, and coordination for subordinate elements and the MAGTF for receiving units, personnel, equipment, and materiel into the component commander's area of operations and to support their movement to the point when they are transferred to the responsible tactical commander for operations. This task includes the following activities:

- Planning, synchronizing, and coordinating APODs and SPODs.
- Moving unit personnel, supplies, and equipment from ports of debarkation to assembly areas.
- Synchronizing the linking of unit personnel (normally deployed by strategic air transport) with their equipment (normally shipped by sea or prepositioned in geographical storage sites or MPF vessels).
- Coordinating supplies and support necessary to achieve readiness for onward movement.

In the course of preposition operations, this task will include planning and coordinating the formation and deployment of the MAGTF's survey, liaison, and reconnaissance party; arrival and assembly operations group; employment preparation party/offload preparation party; and MAGTF offload liaison team. Additionally, the component logistic element will coordinate with MARCORLOGCOM's technical assistance and advisory team.

Plan and Coordinate the Reconstitution/Redeployment of Forces. Marine Corps task 1.2.7 provides guidance and coordinates actions to rapidly restore a unit's fighting potential to a desired level of combat effectiveness, commensurate with mission requirements and availability of resources, for subsequent redeployment through deliberate reconstitution of units. This task does not include shifting internal resources within the Marine force, but does include coordinating external sources to increase the Marine force's overall level of combat effectiveness. For prepositioning operations, this includes re-establishing an operational capability aboard MPF shipping as soon as possible upon completing a Marine force mission. This prepositioning reconstitution and redeployment process includes the following:

- Planning and establishing a command and control structure.
- Developing and maintaining supply lines.
- Assembling supporting personnel and equipment (e.g., deployment, site development, coordination, redeployment) and, as required, returning equipment to Marine Corps-designated locations.

Supervise and Coordinate Operational-Level Logistics. Marine Corps task 4 provides theater guidance and policy to support the sustainment of forces in the combat zone by arming, fueling, fixing equipment, moving, supplying (sustaining), manning, maintaining equipment visibility, and by providing personnel and health services. This includes logistic support, as necessary, to US agencies and friendly nations or groups.

Synchronize and Coordinate Distribution Operations. Marine Corps task 4.1.2.4 provides guidance regarding distribution operations, which includes synchronizing all elements (focusing on operational- and theater-level joint and combined assets) of the system of logistics to deliver the appropriate items to the proper location at the required time in support of the MAGTF commander. Distribution operations establish, manage, and integrate distribution services associated with the functions of movement and delivery of materiel, personnel, and services in order to support the MAGTF, while not hampering the MAGTF's inherent speed, flexibility, and agility. This includes coordinating theater assets to support movement in support of the MAGTF by railways, highways, waterways, pipelines, oceans, logistics over-the-shore, joint logistics over-the-shore, and airways.

Synchronize and Coordinate Sustainment. Marine Corps tasks 4.1.2, 4.2, and 4.4 pertain to the component logistic element, which provides Marine Corps-specific theater guidance and policy for sustainment actions and coordinates with the CCDR and theater providers of logistics for development of theater guidance and policy for all other sustainment actions. Additionally, the component logistic element gathers and registers the sustainment requirements of the MAGTF and passes those requirements to the designated support organizations. Supply requires the longest forward planning and most detailed planning data system to sustain the MAGTF's throughput requirements and includes six functions: requirements determination (routine, preplanned, or long range), procurement, storage, distribution, salvage, and disposal.

Maintenance operations are all actions taken to retain materiel in a serviceable condition or to restore it to serviceability, including inspecting, testing and calibration, adjusting/tuning, repairing, rebuilding, recovering/evacuating, salvaging/disposing, and providing repair parts and end items at the right place and time. It also includes all the actions taken before, during, and after battle to keep equipment operational for mission accomplishment.

Engineering operations include the following:

- General engineering.
- Repairing and constructing facilities.
- Providing water, utilities, and other related infrastructure.
- Reviewing combat and civil engineer support plans.
- Approving component engineer plans.
- Coordinating base development and advance base functional components.
- Managing the wartime construction program.

Direct, Plan, Coordinate, Synchronize, and Provide Command and Control Guidance. Marine Corps tasks 5, 5.2, 5.3.1.7, 5.5.1, 5.5.4, and 6.1.1.2.1 synchronize and integrate the operations of logistic units at the operational-level to accomplish the mission and achieve the component commander's intent in support of the MAGTF. This includes preparing plans and orders, establishing coordination elements, coordinating joint and interagency logistic support, coordinating multinational operations, and coordinating/establishing HN support.

Direct and Supervise Resource Management. Marine Corps task 5.2.3 informs resource management of personnel, equipment, supplies, and funds. Related activities include contracting and monitoring contract performance, repairing and maintaining real property, providing and accounting for all classes of supply, budgeting for the component commander, and providing total asset visibility.

APPENDIX B

COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTER SYSTEMS

Advancements in information technology and communications are improving command, control, communications, and computer capabilities across DOD. Such systems that were initially developed for strategic or tactical use can also be applied at the operational level. Key strategic/joint systems, such as Global Combat Support System-Marine Corps, Global Command and Control System, and Joint Operation Planning and Execution System can improve the planning and execution of operational-level functions of logistics.

Global Combat Support System-Marine Corps

The Global Combat Support System-Marine Corps is a command and control program for logistics and chain management that modernized the Marine Corps' architecture and management of logistics across retail supply, wholesale supply, equipment maintenance, and repair functions. The Global Combat Support System-Marine Corps is the Marine Corps' accountable property system of record and is used in garrison and in the deployed environment.

The Global Combat Support System-Marine Corps provides integration and interoperability between combat support functions and command and control to support the operational needs of the warfighter. It directly supports command, control, communications, computers, and intelligence. Using the defense information infrastructure and/or common operating environment as well as the shared data environment, the Global Combat Support System-Marine Corps ensures rapid integration of combat support applications by providing a seamless flow of operational and sustaining base information to the warfighter. The Global Combat Support System-Marine Corps provides accurate and near real-time total asset visibility vital to the deployment, employment, sustainment, reconstitution, and redeployment of joint combat assets or resources.

The Global Combat Support System-Marine Corps portal is a Web-based, online query capability used to access fused and integrated combat support data. It consists of a set of applications that may be accessible individually or directly from the common operational picture-client server environment. Current combat support applications on the Global Combat Support System-Marine Corps portal are accessible via a unilateral log-on feature through public key infrastructure technology.

Integrated Data Environment/Global Transportation Network Convergence

The Integrated Data Environment/Global Transportation Network Convergence program is a partnership between the USTRANSCOM and DLA through the program executive office (J62). The Integrated Data Environment/Global Transportation Network Convergence program is designed to provide the DOD with an integrated set of networked, end-to-end visibility, deployment, and distribution capabilities. The end goal of the Integrated Data Environment/Global Transportation Network Convergence program is to effectively support the JFC's ability to make decisions based on actionable logistic information. The Integrated Data Environment/Global Transportation Network Convergence program has two major components: global tracker application and asset visibility. The global tracker application provides in-transit visibility information

for all associated transportation transactions, while asset visibility provides the warfighter with end-to-end visibility in the DOD logistic operational pipeline.

Global Command and Control System

The Global Command and Control System is a graphical depiction of warfighting information available in an AOR. A key tool for commanders who are planning and conducting joint operations, the Global Command and Control System enhances the flow of information between the Secretary of Defense, joint staff, and commanders by amplifying situation reports, operational reports, and other key reports. Each Global Command and Control System displays battlespace information in a graphical manner that links to detailed information, which situation reports and operational reports are unable to display. The Global Command and Control System provides the user interface to access combat support and combat service support applications, such as the Integrated Data Environment/Global Transportation Network Convergence program. The Global Command and Control System provides direct combat support (e.g., logistics, transportation, medical, personnel) information to warfighters.

Joint Decision Support Tools

Joint decision support tools provide warfighters and logisticians with the ability to access support force capabilities to perform mission tasks, develop and evaluate operational support plans for logistics, monitor logistic operations, and react to deviations from project support. Joint decision support tools are available via a Web-based, client-server environment that complies with defense information infrastructure and/or common operating environment architecture standards and requirements.

Joint Operation Planning and Execution System

The Joint Operation Planning and Execution System is the integrated command and control system used to plan and execute joint military operations. Also, the Joint Operation Planning and Execution System includes joint operation planning policies, procedures, and reporting structures supported by communications and automated data processing on the Global Command and Control System. Marine Corps planners use these applications for deployment and employment planning. The systems discussed in the following subparagraphs feed MAGTF requirements for logistics into the Joint Operation Planning and Execution System.

Joint Force Requirements Generator II

The joint force requirements generator II serves as the primary joint application used to transfer deployment data from lower unit levels into JOPES. It is a software application designed to provide the joint Services with a state-of-the-art, integrated, and deployable automated information system that supports strategic force movements within the mandated 72-hour timeframe. Uniquely, the joint force requirements generator II permits the rapid creation of sourced unit data for inclusion into operation plans being prepared for execution. Hence, the joint force requirements generator II allows force planners to build and retain deployment capability sets based on specific sourced unit data, enabling more accurate force planning to occur. Also, the joint force requirements generator II provides rapid force list creation and interfaces with the Joint Operation Planning and Execution System, Transportation Coordinator's Automated Information for Movement System, MAGTF Deployment Support System II, and the War Reserve System.

Transportation Capacity Planning Tool

The transportation capacity planning tool allows transportation planners throughout all elements of the MAGTF to view transportation capacity and total asset visibility in a Web-enabled environment. It affords planners the ability to view transportation capacity over an extended planning horizon, while it assists in the tactical planning, developing, and tracking of vehicular convoy movements.

Common Logistics Command and Control System

The Common Logistics Command and Control System provides the logistics combat element with a command and control capability for logistics to improve Service support coordination and execution monitoring. Hence, the Common Logistics Command and Control System provides improved management and control of tactical-level resources and Service support requirements while providing the MAGTF commander and his/her staff with an automated means to quickly view their warfighting readiness posture.

Battle Command and Sustainment Support System

The Battle Command and Sustainment Support System provides logistics combat element commanders and planners at the battalion level and above with situational awareness of functional information and capabilities of logistics. Therefore, the Battle Command and Sustainment Support System improves combat effectiveness by fusing information from multiple Marine Corps, Army, and joint repositories of logistic information and graphically displaying it on a user-defined single logistic common operational picture that enables the commander to make well-informed decisions rapidly and effectively.

APPENDIX C

PRINCIPLES OF LOGISTICS

Responsiveness

Responsiveness is providing the right support when and where it is needed. It is characterized by the reliability of support and the speed of response to the needs of the force supported. Responsiveness is enhanced by visibility—commanders need to see where their support is and when it will arrive.

Simplicity

Simplicity is ensuring a minimum of complexity in operations of logistics. Simplicity fosters efficiency in planning and execution, and allows for more effective control over operations of logistics. Clarity of tasks, standardized and interoperable procedures, and clearly defined command relationships contribute to simplicity.

Flexibility

Flexibility is the ability to improvise and adapt the structures and procedures of logistics to changing situations, missions, and operational requirements. Flexibility is reflected in how well logistics responds in an environment of unpredictability. While responsiveness is a commander's view of logistic support, flexibility is a logistician's view of being responsive.

Economy

Economy is using the minimum amount of resources required to deliver a specific outcome. Economy is achieved when support is provided using the fewest resources within acceptable levels of risk. Among the principles, economy is the identification and elimination of unnecessary duplication and redundancy.

Attainability

Attainability is the assurance that the minimum essential supplies and services required to execute operations will be available. Attainability is the point at which the Marine Corps component commander judges that sufficient supplies, support, distribution capabilities, and lines of communication capacity exist to initiate operations at an acceptable level of risk.

Sustainability

Sustainability is the ability to maintain the necessary level and duration of operational activity to achieve military objectives. Sustainability is a function of providing for and maintaining those levels of ready forces, materiel, and consumables necessary to support the military effort. Sustainability provides the Marine force commander with the means to enable freedom of action and extend operational reach.

Survivability

Survivability is the capacity of an organization to prevail in the face of potential threats. To ensure continuity of support, critical logistic infrastructure must be identified and plans developed for its protection. Survivability is directly affected by dispersion, design of operational processes for logistics, and the allocation of forces to protect critical logistic infrastructure.

APPENDIX D

FUNCTIONS OF COMMON-USER LOGISTICS

In many cases, the Army is the lead Service for CUL and other support within a joint or multinational force. Per Section II, *Support to Joint and Multinational Operations*, of ATP 4-94, the lead Service support functions may include, but are not limited to, the following:

- Supply management for Classes I, II (common), III (B), and IV.
- Production, packaging, storage, and distribution of bulk water.
- Receipt, storage, and issue of class VIII items in theater.
- Common-user land transportation and movement control.
- Rotary aircraft and vehicular medical evacuation.
- Transportation engineering for highway movements.
- Facility construction and repair.
- Financial management support.
- Legal support.
- EOD support.
- Airdrop equipment and systems.
- Billeting, medical, and food service support for transient personnel during other than unit moves.
- Environmental management, to include handling hazardous materials.
- Mortuary affairs support.
- Postal operations support.
- Casualty liaison.
- Retrograde.
- JRSOI.

APPENDIX E

GUIDE FOR OPERATIONAL-LEVEL LOGISTICS

Supply

For most classes of supply, the initial stocks used by a Marine force will consist of those items the Marine force transports organically, which is generally a 30-day supply. Supplementing that are those stocks that the Marine force draws from the War Reserve System. The Marine Corps component responsible for the area of operations into which the Marine force deploys is then responsible for its sustainment support. The Marine Corps component must ensure that appropriate support requirements are included in the various OPLANs that address their geographic AOR. Further details for each class of supply are discussed in this appendix.

Class I (Subsistence)

The initial subsistence plan consists of those items transported organically by the Marine force. Next, the Marine force may draw upon rations prepositioned in the area of operations that have been set aside for the Marine force. Once the Marine force requires supplies beyond this capacity, options for resupply include drawing from amphibious shipping or maritime prepositioning ships, if applicable. Concurrently, the Marine component coordinates with the CCDR to provide for requirements beyond these capabilities. If the theater develops sufficiently, the Marine force may transition to a contracted feeding plan. Eventually, if the area of operations develops into a joint theater, the joint force may institute a theater-wide feeding plan, which is normally a contracted effort.

Initial supplies of potable water consist of water either transported or produced by the Marine force. Once the Marine force requires supplies beyond this capacity, options for resupply of the Marine force include drawing from amphibious shipping or maritime prepositioning ships if applicable, organic water purification, or purchasing from the local economy. Concurrently, the Marine component coordinates with the CCDR to provide for sustainment requirements. Eventually, if the theater develops sufficiently, the joint force may transition to commercial plants that meet quality standards.

Class II (Individual Items and Equipment)

Clothing. Initial supplies of clothing consist of those items transported organically by the Marine force. Once those supplies are exhausted, the Marine force, working with the Marine component, may then request further support from MARCORLOGCOM and MARCORSYSCOM. Most Class II clothing is Service specific, though there are items (normally under-clothing) that may be cross-leveled to attached and supporting forces.

Administrative Supplies. Initial administrative supplies consist of those items transported organically by the Marine force. The logistics combat element of the Marine force may be tasked with bringing additional administrative supplies to issue as required. Those requirements that exceed the Marine force's capacity will be passed to the Marine component for sourcing by DLA.

Individual Equipment. Initial supplies of pertinent individual equipment, such as tentage, organizational tool sets, kits, and chests, consist of those items transported organically by the Marine force. Once those

supplies are exhausted, the Marine force, working with the Marine component, may then request further support from MARCORLOGCOM and MARCORSYSCOM.

Class III (Petroleum, Oils, and Lubricants)

Packaged. Initial supplies of packaged petroleum, oils, and lubricants consist of those items transported organically by the Marine force. The logistics combat element of the Marine force may be tasked with bringing additional packaged petroleum, oils, and lubricants to issue as required. Additionally, if the Marine force is embarked on amphibious shipping, it may draw packaged petroleum, oils, and lubricants from stocks on board those vessels. If the Marine force is supported by MPF vessels, it may draw packaged petroleum, oils, and lubricants from MPF stocks. Once those sources are exhausted, the Marine force may then request further support from the supporting supply management unit. If the supply management unit cannot meet its requirements, the Marine force then passes those requirements to the Marine component for sourcing by DLA.

Bulk. Initial supplies of bulk fuel consist of those quantities transported organically by the Marine force, with the caveat that Marine forces possess limited bulk fuel storage and transportation assets. If the Marine forces are embarked on amphibious shipping, they may draw bulk petroleum, oils, and lubricants from stocks onboard those vessels. If the Marine forces are supported by MPF vessels, they may draw bulk petroleum, oils, and lubricants from MPF stocks. If the Marine forces deploy to a joint environment, the Marine component must ensure the Marine forces are adequately supported by joint bulk fuel assets. For extended operations ashore, the Marine Corps component works with the CCDR and DLA-Defense Energy Support Center to meet its bulk fuel requirements. The DLA-Defense Energy Support Center may establish commercial delivery support to meet those requirements. The CCDR may establish a joint petroleum office to coordinate theater fuel requirements.

Class IV (Construction)

Initial supplies of construction materials consist of those items transported organically by the Marine force. The logistics combat element of the Marine force may be tasked with bringing additional construction materials to issue as required. If the Marine force is embarked on amphibious shipping, it may draw construction materials from stocks onboard those vessels. If the Marine force is supported by MPF vessels, it may draw construction materials from their stocks. Once stock is exhausted, the Marine force may then request further support from the supporting supply management unit. Requirements that exceed those amounts may be filled with contracted purchases from the local economy. The Marine component, working in conjunction with the supported CCDR, may leverage the construction capacity of other Service components and contract with commercial entities for construction efforts or material support. If the theater develops sufficiently, the JFC may establish a unified construction effort to meet Class IV requirements.

Class V (Ammunition)

Ground. Initial supplies of ground ammunition consist of those quantities transported organically by the Marine force. The logistics combat element of the Marine force may be tasked with bringing additional ammunition to issue as required. Additionally, if the Marine force is embarked on amphibious shipping, it may draw ammunition from stocks on board those vessels. If the Marine force is supported by MPF vessels, it may draw ammunition from their stocks. Requirements in excess of those sources are passed to the Marine component that coordinates with other Service components and the CCDRs to meet those needs. The Marine component command coordinates with the ammunition program manager, MARCORSYSCOM to meet Marine Corps-specific ammunition requirements. Eventually, as the theater matures, the theater or JFC may establish a unified CUL ammunition effort.

Air. Initial supplies of aviation ammunition consist of those quantities transported organically by the Marine force. If the Marine force is embarked on amphibious shipping, it may draw aviation ammunition from stocks on board those vessels. If the Marine force is supported by MPF vessels, it may draw aviation ammunition from their stocks. Requirements in excess of those sources are passed to the Marine component that coordinates with the Naval Air Systems Command and DC, Aviation to meet Marine Corps-specific ammunition requirements. Eventually, as the theater matures, the theater or JFC may establish a unified CUL ammunition effort.

Class VI (Personal Demand Items)

Marine forces bring limited Class VI items on deployment. As the theater matures, Marine forces coordinate with the Marine component command to register requirements with the CDR as it establishes a theater Class VI program.

Class VII (Major End Items)

Marine forces deploy with the major end items reflected on their particular tables of equipment. In some cases, Marine forces may be augmented with theater-provided equipment upon arriving in the designated area of operations. As a theater matures, the Marine component may request support from MARCORLOGCOM to assist in the rotation of major end items. Additionally, MARCORLOGCOM may establish an effort to position class VII stocks closer to the tactical battle to reduce the time necessary to meet requirements. The Marine component will coordinate with HQMC for combat replacement of naval aircraft.

Class VIII (Medical Supplies)

Initial medical supplies, both consumables and blood products, consist of those quantities transported organically by the Marine force. These medical supplies, including medical capability sets, known as authorized medical allowance lists; authorized dental allowance lists; and medical kits, provide Class VIII support to operational units by providing medical battalions, dental battalions, and unit medical personnel with the equipment, consumables, and medicine required to treat patients in a field or combat environment. Authorized medical allowance lists and authorized dental allowance lists are highly specialized capability sets. Certain authorized medical allowance lists contain equipment and supplies to identify and treat Marines exposed to nuclear and biological agents. Other authorized medical allowance lists and/or authorized dental allowance lists identify, prevent, and treat exposure to disease vectors or extreme environmental conditions. The logistics combat element may be tasked with bringing additional consumable medical supplies to issue as required.

Additionally, if the Marine force is embarked on amphibious shipping, it may draw consumable medical supplies from stocks on board those vessels. If the Marine force is supported by MPF vessels, it may draw consumable medical supplies from their stocks. Once those sources are exhausted, the Marine force may then request further support for consumable medical supplies from the supporting supply management unit. Requirements in addition to those sources are passed to the Marine component that coordinates with HQMC, other Service components, and the CDR to meet those needs. The component manages these supplies via the Defense Medical Logistics Standard Support system; readiness is managed via the Joint Medical Asset Repository (JMAR) system. Marine Corps Systems Command, besides being the acquisition life cycle manager, is also the inventory supply chain manager of these sets. The CDR may establish a joint blood program office to coordinate blood and blood product supplies within the theater.

Class IX (Repair Parts)

Initial supplies of repair parts consist of those quantities transported organically by the Marine force. The logistics combat element of the Marine force may be tasked with bringing additional repair parts to issue as required. Additionally, if the Marine force is embarked on amphibious shipping, it may draw repair parts from stocks on board those vessels. If the Marine force is supported by MPF vessels, it may draw repair parts from their stocks. Once those sources are exhausted, the Marine force may then request further support from the supporting supply management unit. Requirements in excess of those sources are passed to the Marine component that coordinates with MARCORLOGCOM and other Service components to meet those needs.

Class X (Nonmilitary Supplies)

Marine forces bring limited civil affairs items on deployment. As the theater matures, Marine forces coordinate with the Marine component command to register requirements with the CDR as they establish a theater civil affairs program.

Maintenance

The initial source of maintenance for Marine forces is the organic maintenance capability resident in the deployed force. Maintenance requirements that exceed that capability or expand beyond the capacity of the MAGTF are passed to the Marine component for sourcing. Requested maintenance capabilities fall into two major groups: overflow maintenance, which is focused on readiness, and equipment sustainment actions, which are focused on refreshing, refurbishing, or rotating assets.

Overflow maintenance, also known as readiness maintenance, encompasses those actions that exceed the capacity or the capability of the MAGTF. The Marine component normally coordinates with MARCORLOGCOM to source personnel who can conduct those actions. Such personnel include government civilians from MDMC; government civilians from other locations; and contracted solutions, which can include field service representatives or support contract individuals.

Equipment sustainment actions, such as refresh/refurbishment maintenance, encompass a more comprehensive set of maintenance activities, which require a more developed set of solutions. Normally requested only when the operations ashore have continued for an extended period of time, these efforts are focused on moving higher echelons of maintenance as close to the theater of operations as possible. This reduces travel time for the asset requiring maintenance and returns the asset to the warfighter more rapidly. The Marine component will coordinate with MARCORSYSCOM and MARCORLOGCOM to provide this increased level of maintenance. While MARCORSYSCOM may decide to fund and deploy an increased field service representative presence, MARCORLOGCOM may decide to fund and contract for an increased presence in the Marine component geographical area. The Marine component may also explore entering into agreements with existing joint agencies, such as the AMC, for maintenance support.

Distribution

When a Marine force deploys to a GCC area of operations, it looks to the Marine component for its strategic and operational mobility coordination. The Marine component validates all strategic lift requirements and coordinates with joint enablers to provide operational mobility. Strategic mobility is normally sourced by USTRANSCOM via its subordinate organizations, SDDC, AMC, and MSC. The CDR may establish a JDDOC to coordinate distribution requirements.

In the operational-level logistics realm, the Marine component coordinates with joint enablers for intratheater lift, which can include air, land, and sea assets. Operational airlift includes joint airlift;

primarily, C-17, C-130, and contracted air assets. For example, during Operation Enduring Freedom, the joint force contracted with local agencies to supply rotary-wing logistic support to augment US forces.

Operational land transportation includes Army common-user land transportation assets, which initially consist of organic Army assets up to the heavy equipment transporter, as well as HN support if the theater is mature. As a theater matures, the joint transportation entities normally contract with local shipping firms. For example, during Operation Iraqi Freedom and Operation Enduring Freedom, significant quantities of US Government equipment were transported on contracted trucking.

Operational sealift includes both Army and Navy intratheater maritime assets, including Army watercraft, Navy lighterage, and contracted vessels. The Marine component coordinates with the JFC and CCDR, usually through the JDDOC, to ensure Marine force operational lift requirements are met in the most effective and efficient manner.

Operational Contract Support

The continued introduction of advanced equipment, coupled with force structure and manning reductions, while maintaining high operating tempo means that DOD forces will, in most operations, significantly augment the uniformed force with contracted support. The Marine component command must be familiar with how to plan for and integrate operational contract support across the range of military operations. The MEF will normally establish a contracting cell as part of the G-4. If the Marine force deploying does not bring a contracting cell, then the Marine component provides any initial contracting support. If the Marine force does deploy a contracting cell, then the Marine component command serves as the next level of contract support to the Marine force. As such, the Marine component coordinates with the CCDR and joint enablers to advocate for the Marine force contracting requirements. The CCDR may establish a joint contracting support board to coordinate contracting efforts.

Base Operating Support-Integrator

If the theater of operations matures to the point that multiple forces are assigned to one base, the JFC will assign one Service as the BOS-I for that base. The Marine force will interact with the BOS-I daily and the Marine component command will advocate for them with the CCDR and the Service component acting as the BOS-I's higher headquarters.

APPENDIX F

JOINT LOGISTIC BOARDS, CENTERS, CELLS, AND OTHERS

Joint Logistics Operations Center

The joint logistics operations center may be established at the GCC or joint subordinate commands at the discretion of the CCDR and operated by the logistic staff. At the GCC or subordinate level, the joint logistics operations center is tailored to the mission or operation. It coordinates and synchronizes the planning and the operations of logistics for such functions as engineering, contracting, materiel readiness, mortuary affairs, HN support, and other services. It must coordinate closely with the GCC JDDOC concerning transportation and distribution of supplies.

Joint Deployment and Distribution Operations Center

A JDDOC is a joint capability solution designed to synchronize and optimize intertheater and theater deployment, distribution, and sustainment operations within a CCDR's AOR. The JDDOC is an integrated operations and fusion center (movement control organization) that acts in consonance with the CCDR's overall requirements and priorities. On behalf of the CCDR, the JDDOC may direct common-user and intratheater distribution operations. The JDDOC is a standing operations center, normally under the direction of the CCDR's J-4, but may be placed under other command or staff organizations. It may move to a forward-deployed location or be collocated with a subordinate logistic command, unit, or task force. Regardless of location, the JDDOC retains its direct organizational relationship to the GCC: it does not become a subordinate activity of the host organization to which it may be attached. The JDDOC relies on liaison and collaboration to achieve reachback to access national support capabilities. Refer to JP 3-35 for additional guidance on the JDDOC.

Combatant Commander Logistic Procurement Support Board

A CCDR may establish a logistic procurement support board to ensure that contracting and other related efforts of logistics are properly coordinated across the entire AOR. This board is normally chaired by a CCDR J-4 representative and includes representatives from each Service component command, DOD combat support agencies, as well as US Government departments and agencies or organizations concerned with contracting matters. The primary purpose of a CCDR logistic procurement support board is to establish AOR-wide contracting and contractor management policies and procedures; determine the theater support contracting organizational structure; coordinate with other IGOs, NGOs, and HNs on contracting support issues and actions; and coordinate with DOD and military departments on potential loss of contract support and risk management.

Joint Requirements Review Board

A joint requirements review board approves and prioritizes CCDR- or JFC-designated, joint logistic-related, high value and/or high visibility requirements. The joint requirements review board determines the proper source of support for those requirements and is normally chaired by the subordinate JFC (either subunified command or JTF-level) deputy commander or J-3. The joint requirements review board coordinates and controls the generation of requirements and prioritization of joint logistic supplies and services that are

needed to support the operational mission. The joint requirements review board is normally made up of representatives of the Service component logistic staffs, SOF component staff, DLA, Defense Contract Management Agency, joint staff engineer, J-6, joint staff comptroller, staff judge advocate, and other JFC staff members as directed. The joint requirements review board should include representatives from the joint contracting support board that have designated theater support and external support contracting organizations. The theater support and external support contracting members' main role in the joint requirements review board process is to inform the other joint requirements review board members about which contracting mechanisms are readily available for their particular acquisition, to include the limits of the local vendor base for each type of support.

Joint Contracting Support Board

Depending on the level of war, the CCDR may establish a joint contracting support board to advise the joint requirements review board as well as to coordinate and deconflict contracting actions between and within joint operations areas. The joint contracting support board reviews contract support requirements forwarded by the joint requirements review board and makes recommendations on which specific contracting organizations/contract venues are best suited to fulfill the requirements. Depending on the level of war, the joint contracting support board is chaired by the senior contracting officer or location principle assistant responsible for contracting. The joint contracting support board is made up of representatives from the Service, theater, and external support contracting organizations; Defense Contract Management Agency; DLA; and SOF component contracting representatives. Through the JCSB, the contracting community ensures a coordinated contracting support effort across the entire operational area. The goal of the joint contracting support board is to maximize the contracting capabilities of the joint operations area while minimizing the competition for limited vendor capabilities.

Joint Civil-Military Engineer Board

The CCDR or subordinate JFC may establish a joint civil-military engineer board to assist in managing civil-military construction and engineer projects and resources. The joint civil-military engineer board is a temporary board that is chaired by the CCDR or a designated representative, such as the CCDR J-4, CCDR engineer, subordinate joint force engineer, or civil affairs officer. The joint force engineer will provide the secretariat and manage the administrative details of the board. Key members on the board include the J-3 future plans officer, J-4, engineer, civil affairs officer, staff judge advocate, and comptroller. Other personnel from the staff, components, or DOD agencies or activities in support of the CCDR may also participate.

Joint Environmental Management Board

The CCDR or subordinate JFC may establish a joint environmental management board to assist in managing environmental requirements. The joint environmental management board is a temporary board that is chaired by the CCDR or subordinate joint force engineer, with members from the joint force staff, components, and any other required special activities (e.g., legal, medical, civil affairs). The board establishes policies, procedures, priorities, and the overall direction for environmental management requirements in a joint operations area. The joint environmental management board will coordinate its activities with the CCDR or with the subordinate joint force engineering staff.

Joint Facilities Utilization Board

A joint facilities utilization board is a joint board that evaluates and reconciles component requests for real estate, use of existing facilities, inter-Service support, and construction to ensure compliance with joint civil-military engineer board priorities. The JFC may establish a joint facilities utilization board to assist in managing Service component use of real estate and existing facilities. The joint facilities utilization board is a temporary board chaired by the CCDR or subordinate joint force engineer, with members from the joint

force staff, components, and any other required special activities (e.g., legal, force protection, comptroller, contracting, civil affairs). If the JFC decides that all engineer-related decisions will be made at the joint civil-military engineer board, then the joint facilities utilization board functions as a working group to forward recommendations for decision to the joint civil-military engineer board. It serves as the primary coordination body within the JTF for approving construction projects within the wire. Refer to JP 3-34, *Joint Engineer Operations*, for additional guidance on the joint civil-military engineer board, joint environmental management board, and joint facilities utilization board.

Logistic Coordination Board

A logistic coordination board is a group formed by the JFC to accomplish broad logistic oversight functions that may include, but are not limited to, coordinating information for logistics, providing guidance for logistics, and reviewing policies and priorities for logistics. The board normally consists of representatives from the joint force staff, all components, and, if required, component subordinate units.

Theater-Joint Transportation Board

The theater-joint transportation board may be established by a CDR to coordinate with the CJCS joint transportation board and at the theater operational-level in order to rapidly change transportation resource allocation to adjust to changing circumstances or immediately react to emergency or unanticipated situations. Procedures for establishing the theater-joint transportation board are developed during peacetime to facilitate rapid standup and execution under emergency or wartime conditions. The theater-joint transportation board's role is to resolve contentious transportation issues within the command at the operational-level.

Joint Movement Center

The joint movement center may be established at a subordinate unified or JTF level to coordinate the employment of all means of transportation (including that provided by allies or HNs) to support the concept of operations. This coordination is accomplished through established theater and JTF transportation policies within the assigned operational area that are consistent with relative urgency of need, port and terminal capabilities, transportation asset availability, and priorities set by a JFC. The JTF joint movement center will work closely with the JDDOC. Refer to JP 4-01 for additional guidance on the theater-joint transportation board and the joint movement center.

Theater Patient Movement Requirements Center

The theater patient movement requirements center manages the validation and regulation of intratheater patient movement within the respective theater. The theater patient movement requirements center is responsible for theater-wide patient movement (e.g., medical regulating and aeromedical evacuation scheduling) and coordinates with theater medical treatment facilities to allocate the proper treatment assets required to support its role. The theater patient movement requirements center communicates this transport-to-bed plan to the theater Service transportation component or other agencies responsible for executing the mission. The theater patient movement requirements center coordinates with the global patient movement requirements center for intertheater patient movement.

Joint Patient Movement Requirements Center

The joint patient movement requirements center is normally under the operational control of the commander, JTF. The joint patient movement requirements center maintains coordinating relationships, is normally collocated with the JTF joint movement center, and communicates movement requirements to the transportation component responsible for executing the mission. The joint patient movement requirements center coordinates closely with the theater patient movement requirements center and the global patient movement requirements center for movement into theater-controlled beds outside the joint operations area.

Joint Blood Program Office

The joint blood program office is under the staff supervision of the CCDR surgeon. This office is responsible for the joint blood program management in the theater of operations. The joint blood program office advises the CCDR surgeon on all matters pertaining to theater blood management activities. It evaluates the joint blood program office, blood product depots, blood transshipment centers, and blood supply units to ensure that personnel, equipment, and resource requirements are addressed in the CCDR's OPLANs. Refer to JP 4-02, *Health Services Support*, for additional guidance on the theater patient movement requirements center, joint patient movement requirements center, and joint blood program office.

Joint Petroleum Office

The joint petroleum office, established by the CCDR, works in conjunction with its Service components, subarea petroleum offices, and the defense energy support center to plan, coordinate, and oversee all phases of bulk petroleum support for US forces employed or planned for possible employment in the AOR. Typically, joint petroleum offices have a mix of Service representatives.

Subarea Petroleum Office

When tactical operations warrant extensive management of wholesale bulk petroleum in a joint operations area, the CCDR'S joint petroleum office may establish a subarea petroleum office and augment it with staff that may be provided by Service components. The primary function of the subarea petroleum office is to discharge the staff petroleum logistic responsibilities of the JTF. Through the subarea petroleum office, the commander, JTF establishes policies, procedures, priorities, and oversight to optimize critical petroleum, oils, and lubricants support for the JTF. The subarea petroleum office is responsible for petroleum, oils, and lubricants planning and execution within the joint operations area. This level of planning focuses on support for each Service component. Its products are the inland petroleum distribution plan and base support plans. The subarea petroleum office conforms to the administrative and technical procedures established by the CCDR and defense energy support center. Refer to JP 4-03, *Joint Bulk Petroleum and Water Doctrine*, for additional guidance on the joint petroleum office and subarea petroleum office.

Joint Mortuary Affairs Office

The CCDR will normally establish and operate a joint mortuary affairs office that has responsibility for maintaining data on burial and recovery status of all dead and missing. The joint mortuary affairs officer coordinates programs for search, recovery, identification, burial, or concurrent return of human remains. That officer supervises the establishment and maintenance of temporary cemeteries and serves as the clearing point for graves registration information. At the discretion of the CCDR, the commander, JTF may direct that a joint mortuary affairs office be established in the joint operations area. The JTF joint mortuary affairs office is formed and organized to plan and execute all mortuary affairs programs. The JTF J-4 has staff supervision responsibility for the joint mortuary affairs office. Refer to JP 4-06, *Mortuary Affairs*, for additional guidance on the joint mortuary affairs office.

Explosive Hazards Coordination Cell

The JFC may establish an explosive hazards coordination cell to predict, track, distribute information on, and mitigate explosive hazards within the theater that affect force application, focused logistics, protection, and awareness of the operational environment. The cell provides technical advice on the mitigation of explosive hazards, including the development of tactics, techniques, and procedures, and provides training updates to field units. Refer to JP 3-34 for additional guidance on the explosive hazards coordination cell.

GLOSSARY

Section I. Acronyms and Abbreviations

| | |
|-------------|---|
| AMC | Army Materiel Command |
| AOR..... | area of responsibility |
| APOD | aerial port of debarkation |
| ASC | Army Sustainment Command |
| ASCC..... | Army Service component command |
| ATP | Army techniques publication |
| | |
| BOS-I..... | base operating support-integrator |
| | |
| CCDR | combatant commander |
| CJCS | Chairman of the Joint Chiefs of Staff |
| CMC | Commandant of the Marine Corps |
| COA..... | course of action |
| CONUS | continental United States |
| CRAF..... | Civil Reserve Air Fleet |
| CUL | common-user logistics |
| | |
| DC | deputy commandant |
| DLA..... | Defense Logistics Agency |
| DOD | Department of Defense |
| | |
| G-4..... | assistant chief of staff, logistics |
| GCC..... | geographic combatant commander |
| GPMRC..... | Global Patient Movement Requirements Center |
| GSA | General Services Administration |
| | |
| HN | host nation |
| HQMC..... | Headquarters, Marine Corps |
| | |
| IGO..... | intergovernmental organization |
| I&L | Installation and Logistics |
| | |
| J-3 | operations directorate of a joint staff; operations staff section |
| J-4 | logistics directorate of a joint staff; logistics staff section |
| J-6 | communications system directorate of a joint staff; command, control, communications, and computer systems staff section |
| JDDOC | joint deployment and distribution operations center |
| JFC..... | joint force commander |
| JP | joint publication |

JRSOI.....joint reception, staging, onward movement, and integration
JTF.....joint task force

MAGTF.....Marine air-ground task force
MARCORLOGCOM..... Marine Corps Logistics Command
MARCORSYSCOM.....Marine Corps Systems Command
MARFOR..... Marine forces
MARFORRES.....Marine Forces Reserve
MARSOF.....Marine special operations forces
MCO..... Marine Corps order
MCPP-N..... Marine Corps Prepositioning Program-Norway
MCRP..... Marine Corps reference publication
MCWP..... Marine Corps warfighting publication
MDMC..... Marine Depot Maintenance Command
MEF..... Marine expeditionary force
MESF..... maritime expeditionary security force
MEU..... Marine expeditionary unit
MPF..... maritime prepositioning force
MSC..... Military Sealift Command

NATO..... North Atlantic Treaty Organization
NECC..... Navy Expeditionary Combat Command
NGO.....nongovernmental organization

OCS.....operational contract support
OPLAN.....operation plan

PO..... port opening

RED HORSE..... Rapid Engineer Deployable Heavy Operational Repair Squadron Engineer
RSOI..... reception, staging, onward movement, and integration

SecDef..... Secretary of Defense
SDDC..... Surface Deployment and Distribution Command
SOF..... special operations forces
SPOD..... seaport of debarkation

TSC..... theater sustainment command
TSOC..... theater special operations command

US..... United States
USSOCOM..... United States Special Operations Command
USTRANSCOM..... United States Transportation Command

Section II. Terms and Definitions

combat service support—The essential capabilities, functions, activities, and tasks necessary to sustain all elements of all operating forces in theater at all levels of war. (JP 1-02)

combatant command—A unified or specified command with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. (JP 1-02)

command element—The core element of a Marine air-ground task force (MAGTF) that is the headquarters. The command element is composed of the commander, general or executive and special staff sections, headquarters section, and requisite communications support, intelligence, and reconnaissance forces, necessary to accomplish the MAGTF's mission. The command element provides command and control, intelligence, and other support essential for effective planning and execution of operations by the other elements of the MAGTF. The command element varies in size and composition; and, in a joint or multinational environment, it may contain other Service or multinational forces assigned or attached to the MAGTF. (MCRP 5-12C)

fly-in echelon—(See JP 1-02 for core definition. Marine Corps amplification follows.) Airlifted forces and equipment of the Marine air-ground task force and Navy support element plus aircraft and personnel arriving in the flight ferry of the aviation combat element. (MCRP 5-12C)

joint operation—An operation carried on by a force that is composed of significant elements of the Army, the Navy or the Marine Corps, and the Air Force, or two or more of these Services operating under a single commander authorized to exercise unified command or operational control over joint forces. (*Note: A Navy/Marine Corps operation is not a joint operation.*) (MCRP 5-12C)

logistics—(See JP 1-02 for core definition. Marine Corps amplification follows.) 1. The science of planning and executing the movement and support of forces. 2. All activities required to move and sustain military forces. Logistics is one of the six warfighting functions. See also **warfighting functions**. (MCRP 5-12C)

logistics combat element— The core element of a Marine air-ground task force (MAGTF) that is task-organized to provide the combat service support necessary to accomplish the MAGTF's mission. The logistics combat element varies in size from a small detachment to one or more Marine logistics groups. It provides supply, maintenance, transportation, general engineering, health services, and a variety of other services to the MAGTF. In a joint or multinational environment, it may also contain other Service or multinational forces assigned or attached to the MAGTF. The logistics combat element itself is not a formal command. Also called **LCE**. (MCRP 5-12C)

Marine air-ground task force—The Marine Corps' principal organization for all missions across a range of military operations, composed of forces task-organized under a single commander capable of responding rapidly to a contingency anywhere in the world. The types of forces in the Marine air-ground task force (MAGTF) are functionally grouped into four core elements: a command element, an aviation combat element, a ground combat element, and a logistics combat element. The four core elements are categories of forces, not formal commands. The basic structure of the MAGTF never varies, though the number, size, and type of Marine Corps units comprising each of its four elements will always be mission dependent. The flexibility of the organizational structure allows for one or more subordinate MAGTFs to be assigned. In a joint or multinational environment, other Service or multinational forces may be assigned or attached. Also called **MAGTF**. (MCRP 5-12C)

Marine air-ground task force offload liaison team—A task organization assigned to both the off-load preparation party and the off-load control unit to assist in communicating the MAGTF commander's warfighting and off-load priorities, and to provide technical supervision and direction on Marine Corps off-load preparation party and debarkation matters. (MCRP 5-12C)

Marine Corps forces —All Marine Corps combat, combat support, and combat service support units. These forces are normally task-organized as Marine air-ground task forces or as a Service component under joint force command. (*Note: The Marine Corps forces are formally identified as Fleet Marine forces in Title 10.*) (MCRP 5-12C)

Marine Corps installations—Those installations, bases, and/or stations under the control, supervision, jurisdiction, or responsibility of and operated by the Marine Corps or unit of the Marine Corps. (MCRP 5-12C)

Marine division—A ground force of combat and combat support units organized and equipped primarily for amphibious operations. It consists of three infantry regiments, an artillery regiment, and separate combat support battalions. Subordinate units can be organized into effective forces of combined arms based upon the infantry regiment, infantry battalion, or tank battalion. One or more divisions form the ground combat element of the Marine expeditionary force. To perform its combat role, it requires air defense and aviation support from a Marine aircraft wing and service support from a Marine logistics group. (MCRP 5-12C)

Marine expeditionary brigade—A Marine air-ground task force (MAGTF) that is constructed around an infantry regiment reinforced, a composite Marine aircraft group, and a combat logistics regiment. The Marine expeditionary brigade (MEB), commanded by a general officer, is task-organized to meet the requirements of a specific situation. It can function as part of a joint task force, as the lead echelon of the Marine expeditionary force (MEF), or alone. It varies in size and composition and is larger than a Marine expeditionary unit but smaller than a MEF. The MEB is capable of conducting missions across a range of military operations. In a joint or multinational environment, it may also contain other Service or multinational forces assigned or attached to the MAGTF. (MCRP 5-12C)

Marine expeditionary force—The largest Marine air-ground task force (MAGTF) and the Marine Corps' principal warfighting organization, particularly for larger crises or contingencies. It is task-organized around a permanent command element and normally contains one or more Marine divisions, Marine aircraft wings, and Marine logistics groups. The Marine expeditionary force is capable of missions across a range of military operations, including amphibious assault and sustained operations ashore in any environment. It can operate from a sea base, a land base, or both. In a joint or multinational environment, it may also contain other Service or multinational forces assigned or attached to the MAGTF. Also called **MEF**. (MCRP 5-12C)

Marine expeditionary unit—A Marine air-ground task force (MAGTF) that is constructed around an infantry battalion reinforced, a composite squadron reinforced, and a task-organized logistics combat element. It normally fulfills Marine Corps' forward sea-based deployment requirements. The Marine expeditionary unit provides an immediate reaction capability for crisis response and is capable of limited combat operations. In a joint or multinational environment, it may contain other Service or multinational forces assigned or attached to the MAGTF. (MCRP 5-12C)

maritime prepositioning force—A task organization of units under one commander formed for the purpose of introducing a Marine air-ground task force (MAGTF) and its associated equipment and supplies into a secure area. The maritime prepositioning force is composed of a command element, a maritime prepositioning ships squadron, a MAGTF, and a Navy support element. Also called **MPF**. (MCRP 5-12C)

maritime prepositioning ship—(See JP 1-02 for core definition. Marine Corps amplification follows.) A maritime prepositioning ship is normally designated as a T-AKR. (MCRP 5-12C)

maritime prepositioning ships squadron—A group of civilian-owned and civilian crewed ships chartered by Military Sealift Command loaded with prepositioned equipment and 30 days of supplies to support up to a maritime prepositioning force Marine air-ground task force. (MCRP 5-12C)

phase—(See JP 1-02 for core definition. Marine Corps amplification follows.) A planning and execution tool that is used to divide an operation in duration or activity. A change in phase may involve a change in task or task organization. Phasing helps in planning and controlling and may be indicated by time, by distance, by terrain, or by occurrence of an event. (MCRP 5-12C)

reconstitution—1. Those actions that commanders plan and implement to restore units to a desired level of combat effectiveness commensurate with mission requirements and available resources. Reconstitution operations include regeneration and reorganization. 2. In maritime prepositioning force operations, the methodical approach to restore the maritime prepositioned equipment and supplies aboard the maritime prepositioning ships squadron to full mission capable status. (MCRP 5-12C)

regeneration—Significant replacement of personnel, equipment, and supplies in an attempt to restore a unit to full operational capability as rapidly as possible. (MCRP 5-12C)

special purpose Marine air-ground task force—Marine air-ground task force (MAGTF) organized, trained, and equipped with narrowly focused capabilities. It is designed to accomplish a specific mission, often of limited scope and duration. It may be any size, but normally it is a relatively small force—the size of a Marine expeditionary unit or smaller. In a joint or multinational environment, it may contain other Service or multinational forces assigned or attached to the MAGTF. (MCRP 5-12C)

supporting establishment—Those personnel, bases, and activities that support the Marine Corps operating forces. (MCRP 5-12C)

survey, liaison, and reconnaissance party—A self-sustaining task organization formed from the MAGTF and Navy support element. It conducts reconnaissance, establishes liaison with in-theater authorities, and initiates preparations for the arrival of the main body of the fly-in echelon and the maritime prepositioning ships squadron. The survey, liaison, and reconnaissance party normally deploys to the arrival and assembly area under MAGTF cognizance. (MCRP 5-12C)

synchronization matrix—A format for the staff to record results of wargaming and synchronize the course of action across time, space, and purpose in relation to an enemy's adversary course of action. (MCRP 5-12C)

technical assistance and advisory team—An organization under the operational control of the supported MAGTF, composed of Blount Island Command personnel and contractors that advise the MAGTF commander on the offload, issuing equipment/materiel, and proper documentation and accountability between Blount Island Command and the gaining supported MAGTF. (MCRP 5-12C)

throughput—(See JP 1-02 for core definition. Marine Corps amplification follows.) In logistics, the flow of sustainability assets in support of military operations, at all levels of war, from point of origin to point of use. It involves the movement of personnel and materiel over lines of communications using established pipelines and distribution systems. (MCRP 5-12C)

total asset visibility—The ability to access on demand the status and location of any required materiel. (MCRP 5-12C)

warfighting functions—The six mutually supporting military activities integrated in the conduct of all military operations. The six warfighting functions are command and control, fires, force protection, intelligence, logistics, and maneuver. (MCRP 5-12C)

war reserve materiel requirement—That portion of the war materiel requirement required to be on hand on D-day. This level consists of the war materiel requirement less the sum of the peacetime assets assumed to be available on D-day and the war materiel procurement capability. (JP 1-02)

Section III. Nomenclature

T-AKcontainer and roll-on/roll-off ship; container ship (Navy)
T-AKE dry cargo and ammunition ship (MSC)

REFERENCES AND RELATED PUBLICATIONS

Federal Issuances

Public Law

99-433 Goldwater-Nichols Department of Defense Reorganization Act of 1986

United States Code

Title 10 Armed Forces

Department of Defense Issuances

Department of Defense Instructions (DODIs)

3110.06 War Reserve Materiel (WRM) Policy
 3020.41 Operational Contract Support (OCS)
 4140.01-V1 DOD Supply Chain Materiel Management Policy
 5158.05 Joint Deployment Process Owner
 5158.06 Distribution Process Owner (DPO)

Department of Defense Directives (DODDs)

2010.9 Acquisition and Cross-Servicing Agreements
 3000.06 Combat Support Agencies (CSAs)
 4151.18 Maintenance of Military Materiel
 4500.09E Transportation and Traffic Management
 5100.1 Functions of the Department of Defense and Its Major Components
 6000.12E Health Services Support

Chairman of the Joint Chiefs of Staff Publications

Chairman of the Joint Chiefs of Staff Manuals (CJCSMs)

3122.01A Joint Operation Planning and Execution System (JOPES) Volume I (Planning Policies and Procedures)
 3122.02D Joint Operation Planning and Execution System (JOPES) Volume III (Time-Phased Force Deployment Data Development and Execution)

Joint Publications

1 Doctrine for the Armed Forces of the United States
 1-0 Joint Personnel Support
 1-02 Department of Defense Dictionary of Military and Associated Terms
 3-0 Joint Operations

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|--------|--|
| 3-05 | Special Operations |
| 3-08 | Interorganizational Coordination During Joint Operations |
| 3-16 | Multinational Operations |
| 3-17 | Air Mobility Operations |
| 3-28 | Defense Support of Civil Authorities |
| 3-29 | Foreign Humanitarian Assistance |
| 3-34 | Joint Engineer Operations |
| 3-35 | Deployment and Redeployment Operations |
| 3-57 | Civil-Military Operations |
| 4-0 | Joint Logistics |
| 4-01 | Joint Doctrine for the Defense Transportation System |
| 4-01.2 | Sealift Support to Joint Operations |
| 4-01.5 | Joint Terminal Operations |
| 4-01.6 | Joint Logistics Over-the-Shore |
| 4-02 | Health Service Support |
| 4-03 | Joint Bulk Petroleum and Water Doctrine |
| 4-05 | Joint Mobilization Planning |
| 4-06 | Mortuary Affairs |
| 4-08 | Logistics in Support of Multinational Operations |
| 4-09 | Distribution Operations |
| 4-10 | Operational Contract Support |
| 5-0 | Joint Operation Planning |
| 6-0 | Joint Communications System |

Navy/Marine Corps Departmental Publication (NAVMC)

| | |
|--------|--|
| 4000.1 | War Reserve Materiel Program Handbook |
| 4000.4 | Naval Logistics Integration (NLI) Playbook |

North Atlantic Treaty Organization (NATO) Publication

NATO Logistics Handbook

Army Publications

Army Techniques Publications (ATPs)

| | |
|------|-----------------------------|
| 4-15 | Army Watercraft Operations |
| 4-90 | Brigade Support Battalion |
| 4-93 | Sustainment Brigade |
| 4-94 | Theater Sustainment Command |

Field Manuals (FMs)

- 10-27 General Supply in Theaters of Operations
- 10-67 Petroleum Supply in Theaters of Operations

Miscellaneous

Contingency Contracting Handbook

Marine Corps Publications

Marine Corps Doctrinal Publications (MCDPs)

- 1 Warfighting
- 1-0 Marine Corps Operations
- 4 Logistics

Marine Corps Warfighting Publications (MCWPs)

- 3-17 Engineering Operations
- 3-40.8 Marine Corps Componentency
- 4-1 Logistics Operations
- 4-11 Tactical-Level Logistics
- 4-11.5 SEABEE Operations in the MAGTF
- 4-11.6 Petroleum and Water Logistics Operations
- 4-2 Naval Logistics
- 5-1 Marine Corps Planning Process

Marine Corps Reference Publications (MCRPs)

- 4-11.1G Patient Movement
- 4-11.6A Water Support Operations (under development with the same title as MCRP 3-17.7Q)
- 4-11E Contingency Contracting
- 5-12C Marine Corps Supplement to the Department of Defense Dictionary of Military and Associated Terms
- 5-12D Organization of the United States Marine Corps

Marine Corps Orders (MCOs)

- 3000.18B Marine Corps Force Deployment Planning and Execution Manual, parts I–III
- P3000.17A Maritime Prepositioning Force Planning and Policy Manual
- 4400.39 War Reserve Materiel (WRM) Policy Manual
- 4470.1 USMC Marine Air Ground Task Force (MAGTF) Deployment and Distribution Policy (MDDP)

Miscellaneous

ALMAR 011/11 Marine Corps Expeditionary Energy Strategy

Navy Publications

Navy Warfare Publications (NWP)

- 3-10 Maritime Expeditionary Security Operations
- 4-01 Naval Transportation

Navy Tactics, Techniques, and Procedures (NTTP)

- 3-02.3M Maritime Prepositioning Force Operations
- 4-01.1 Navy Advanced Base Logistics Operations

Air Force Publications

Air Force Doctrine Document (AFDD)

- 3-17 Air Mobility Operations
- 3-34 Engineer Operations
- 4-0 Combat Support

Air Force Instruction (AFI)

- 10-210 Prime Base Engineer Emergency Force (BEEF) Program

Miscellaneous Publications

- Federal Acquisition Regulation
- Defense Federal Acquisition Regulation Supplement
- National Strategy of the United States
- Memorandum of Agreement June 2010 Navy/USSOCOM

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