DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3000 MARINE CORPS PENTAGON
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MARINE CORPS ORDER 3120.12A

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS GLOBAL FORCE MANAGEMENT (GFM) AND FORCE SYNCHRONIZATION

Ref: See enclosure (1)

Encl: (1) References
       (2) Marine Corps GFM and Force Synchronization Manual

1. Situation

    a. The Global Force Management (GFM) Process. The strategic environment is both crisis-prone and complex. To address our nation's global challenges, the Secretary of Defense (SecDef) employs the Joint Global Force Management (GFM) process to assign (inclusive of Service-retained forces), apportion for planning and allocate Service-generated forces (units and individuals) to Combatant Commanders (CCDRs) for employment. The GFM process, implemented in 2005, enables SecDef to make proactive, risk-informed decisions in order to align forces against known CCDR requirements in advance of planning and deployment preparation timelines. Based on SecDef direction in the Guidance for Employment of the Force (GEF), Global Force Management Implementation Guidance (GFMIG), Forces for Unified Command Memorandum, and the annual GFM Allocation Plan (GFMAP), the Joint Staff (JS) orchestrates the GFM process in order to allocate forces for validated CCDR requirements. GFM continuously and systematically tracks demand for Service forces through annual CCDR force requirement submissions for inclusion in the GFMAP; modifications to the GFMAP address crisis response and other emergent requirements. Table 1-2 in enclosure (2) summarizes roles and responsibilities of GFM and force synchronization stakeholders. This Order focuses on the force allocation process. Chapter 1 of enclosure (2) includes a primer on GFM. This Order is in accordance with references (a) through (an).

    b. Marine Corps Role in Global Force Management (GFM). Marine Corps Force Synchronization facilitates the Service's participation in GFM while concurrently enabling force generation and sustainment planning and execution. Under the authority of the Secretary of the Navy (SECNAV), the Commandant of the Marine Corps (CMC) supports GFM by nominating available Marine Corps units, personnel, equipment, and other resources for employment via respective CCDRs. CMC also approves the allocation of Marine Corps forces in support of Title 10 and other institutional responsibilities (training, service exercises, wargames, Test and Evaluation (T&E) and experimentation.) In accordance with GFM policies, CMC recommends to SecDef the assignment, apportionment, and allocation of Marine Corps forces (units and individuals) from both the Fleet Marine Force (FMF) and Supporting Establishment (SE) to fulfill Joint and Service requirements. In execution of these

responsibilities, CMC directs and employs the Marine Corps Force
Synchronization Conferences (FSC) and Force Management Summits (FMS) to
develop informed force allocation recommendations and/or decisions. The
output from these forums is production of the Marine Corps Bulletin (MCBUL)
3120, which is the Marine Corps force generation and allocation plan,
aligning specific units to validated CCDR and Service requirements. The Force
Synchronization process facilitates Service-wide coordination and alignment of
force generation actions in support of Title 10 responsibilities, resulting
in proper manning, training, and equipping of nominated forces/units for
forward deployment and employment, or employment of capabilities from a unit
garrison location.

    c. <u>Terms of Reference</u>. Appendix A of enclosure (2) includes a full
glossary.

       (1) <u>Force Generation</u>. Per reference (a), a Service process that
focuses efforts across Headquarters Marine Corps (HQMC), the SE, and the FMF
toward efficient and effective preparation of designated Marine Corps
personnel and units for specific operational and exercise
deployment/employment.

       (2) <u>Force Synchronization</u>. A Service process promoting a holistic
approach to resourcing validated requirements through identification,
deconfliction, and scheduling of Marine Corps forces through forming,
organizing, training, deployment, and redeployment life-cycles. Directives
issued prior to this Order refer to this process as conventional force
synchronization and allocation. Per reference (a), force synchronization is
the first phase of the Marine Corps force generation process and addresses
both Joint (CCDR) and Service requirements.

       (3) <u>Force Deployment</u>. Per reference (b), a Joint and Service process
for management, scheduling, and oversight of the deployment and redeployment
actions for Marine Corps forces and equipment in support of Joint (i.e., CCDR)
and Service force flow requirements. Force deployment and execution planning
actions may run concurrently with force synchronization actions.

2. <u>Cancellation</u>. MCO 3120.12

3. <u>Mission</u>. This Order establishes Service policy and procedural direction
for Marine Corps Force Synchronization and Force Generation processes to
comply with Office of the Secretary of Defense (OSD) guidance per
reference(c), Chairman of the Joint Chiefs of Staff (CJCS) guidance per
reference (e), JS business rules, and force/individual sourcing in support of
validated CCDR and Service requirements. The Marine Corps Global Force
Management and Force Synchronization order develops policy and provides
guidance that is in accordance with the references.

4. <u>Execution</u>

    a. <u>Commander's Intent and Concept of Operations</u>

       (1) <u>Commander's Intent</u>

          (a) <u>Purpose</u>. Provide Service-level policy, guidance, and
direction for the execution of Force Synchronization and Force Generation
processes, ensuring the Marine Corps accurately identifies, appropriately

orders, and properly resources (mans, trains, equips, and funds) deploying units/formations in support of assigned missions and tasks.

(b) <u>Method</u>

<u>1</u>. Establish policy and procedures outlining force sourcing processes used to determine unit identification code (UIC) level units and capabilities most appropriate for fulfilling National Defense Stategy (NDS) and Defense Planning Guideance (DPG), CCDR and Service validated requirements.

<u>2</u>. Ensure Marine Corps Force Synchronization activities are consistent with Joint GFM policies, adhering to mandated timelines and submission criteria outlined in references (d) and (e).

<u>3</u>. Establish the Marine Corps Force Synchronization Conference as the primary action officer (AO)-level forum for Service-wide deliberations and actions to align Marine Corps units/formations against validated CCDR and Service requirements.

<u>4</u>. Establish the Force Management Summit (FMS) as the primary O-6 level forum to inform, and position senior Marine Corps leaders to effectively respond to JS and Global Force Management Board (GFMB) inquiries regarding the use of Marine Corps forces and capabilities. At the FMS, senior O6s review unresolved FSC issues and recommend topics to the EOS for Service-wide adjudication.

<u>5</u>. Establish the Secret Internet Protocol Router Network SIPRNET-based Marine Corps Force Synchronization Playbook tool (the electronic version of the MCBUL 3120) as the primary USMC system used to capture CCDR and Service requirements and associated sourcing recommendations/solutions. Playbook reflects USMC pre-deployment scheduling, culminating in a sustainable rotational presence (i.e., current Fiscal Year (FY) + 4).

<u>6</u>. Forecast force employment and refine the five-year Training and Exercise Employment Plan (TEEP) in the USMC Playbook.

(c) <u>End State</u>. The Marine Corps identifies and generates forces/individuals, trained with required skills, and provided the necessary tools and capabilities to meet validated Secretary of Defense, CCDR and Service requirements through a deliberate, timely, responsive, and analytical force sourcing framework.

(2) <u>Concept of Operations</u>

(a) <u>Annual Allocation Cycle</u>. CCDRs submit force and Joint Individual Augmentee (JIA) requirements for an entire FY per guidance contained in references (d) and (e) as well as the annual Global Force Management Allocation Planning Order (PLANORD) which detail strategic assumptions, timelines, and specific directions for annual submission development and subsequent sourcing actions. Requests for forces (RFFs) encompass enduring rotational requirements, with forces rotating on a pre-planned schedule. Some rotational requirements may be sourced episodically. Such requirements are registered and known, but sourced based on CCDR requirements.

(b) Emergent Allocation Cycle. Emergent requirements are CCDR RFFs submitted after the CCDR rotational submission due date (as specified in the annual GFM Allocation PLANORD) that cannot be met by the CCDR, supporting components, or through currently assigned or allocated forces. Emergent requirements follow the same allocation process as annual requirements for submission, validation, sourcing, and approval per reference (e), but the process is executed on an accelerated timeline. In order to optimize the sourcing solution timelines and ensure required arrival dates are met, emergent requirements must be submitted as early as possible. Emergent requirements fall into one of three categories:

    1. Routine RFFs

    2. Urgent RFFs

    3. Immediate RFFs

    4. Guidance for handling emergent requirements is detailed in references (d) and (e). Additional information about annual and emergent requirements can be found in Chapter 1 of enclosure (2).

(c) Sourcing Requirements. Whether CCDR or Service, annual or emergent — sourcing involves four phases:

    1. Requirement Identification. Involves determining the forces/capabilities required to carry out the mission or task.

    2. Requirement Submission and Validation. Includes submitting force requests via authoritative channels, determining whether requests support established objectives, and analyzing force provider capacity to source.

    3. Sourcing Solution Development. Involves conducting detailed analysis of inventory, commitment, institutional risks, and capacity to fulfill force requests and nomination of specified forces and capabilities to support given requirements. Sourcing solution development involves identifying the right force to meet a given requirement.

    4. Sourcing Solution Approval & Implementation. Includes securing Service headquarters and/or SecDef approval of sourcing recommendations and release of orders/directives to deploy forces/capabilities, and formal transfer of forces from the supporting command to the supported CCDR for employment.

(d) Force Requirement Categories. Conventional force synchronization involves planning and sourcing to address Joint and Service requirement categories as summarized in Table 3-1 of enclosure (2).

    1. Combatant Commander (CCDR) Operations. SecDef assigns forces to CCDRs to enable execution of assigned strategic and operational missions and objectives. CCDRs may require additional resources beyond assigned forces to accomplish operational missions, which requires allocation of forces by the SecDef. Conventional force requirements include CCDR requests for forward-postured Marine Air-Ground Task Forces (MAGTFs) such as the Marine Expeditionary Unit (MEU), Special Purpose MAGTFs, detachments, and teams. CCDR operational requirements may also include capabilities provided from unit garrison locations or forces needed to support Security Cooperation

(SC) activities (e.g., garrison-based command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR) capabilities, mobile training teams, subject matter expert exchanges, and counter-drug training teams).

2. <u>Joint Individual Augmentees (JIAs)</u>. Individual augmentation requirements are unfunded, temporary duty positions identified by a CCDR to augment staff operations during contingencies/crisis scenarios. JIA requirements exclude permanent manning shortfalls and Joint exercise or training positions.

3. <u>Combatant Command (CCMD)/Joint Exercises</u>. Category includes force and individual requirements for Chairman of the Joint Chiefs of Staff (CJCS)-directed and CCDR high priority exercises in support of joint training to prepare individuals, joint forces, or joint staffs to respond to strategic, operational, or tactical requirements considered necessary by the CCDRs to execute their assigned or anticipated missions.

4. <u>Service Augments (SA)</u>. An individual augment sourced internally within the Service to meet Service-specific requirements and tasks. It is a position established and validated under approved Service procedures for the purpose of satisfying a grouping of tasks, capable of being performed by one individual, for whom no authorized position has been established in the unit's manning documents.

5. <u>Marine Air Ground Task Force (MAGTF) Augmentation</u>. This category of requirements either exceeds capacity of the designated T/O force or is a request for additional Marine Corps forces or capabilities not originally identified during planning. MAGTF Augmentation does not require approval by the SecDef. MAGTF Augmentation sourcing is Service level management of previously approved SecDef force allocation actions.

6. <u>Service Training</u>. Category of requirements involves the identification, de-confliction, prioritization and scheduling of Service-level training events (those under the cognizance of Training and Education Command (TECOM)) to prepare FMF for deployment. This includes tailoring training to maintain proficiency in core mission essential tasks (MET), building competency in core-plus METs, and achieving overall readiness to execute assigned missions and tasks.

7. <u>Service Exercises</u>. Category of requirements that includes Service exercises at the Marine Corps Forces (MARFOR), Marine Expeditionary Force (MEF), or Major Subordinate Command/Major Subordinate Element level that requires requesting external unit or individual augmentation.

8. <u>Conventional Forces in support of Marine Special Operations Command (MARSOC)</u>. As a functional CCMD, U.S. Special Operations Command (SOCOM) may request conventional forces to augment/reinforce special operations forces (SOF) to meet assigned missions and tasks. These requirements may include any standard USMC conventional capability in support of CCDR operations and SOCOM exercises to include Joint National Training Capability (JNTC) requirements.

9. <u>Community Relations (COMREL)</u>. Category of requirements supports community outreach, recruiting, and legislative events including Fleet Weeks and Marine Corps participation in air shows, equipment demonstrations, and festivals. The Office of U.S. Marine Corps Communications

(OUSMCC) maintains an annual calendar of COMREL events and associated requirements.

      10. <u>Training & Evaluation (T&E)</u>. Category of requirements includes support for Marine Corps efforts to operationalize new warfighting concepts and equipment integration through field testing with Fleet Marine Forces.

      11. <u>Blue in Support of Green (BISOG)</u>. Category of requirements includes requests for Navy personnel to support Marine Corps operations. This includes requests for medical, dental, or chaplain personnel in support of deploying Marine Corps units. BISOG requirements also include ships services training support. BISOG requirements are coordinated with Plans Policies and Operations (PP&O), the Chief of Naval Operations (OPNAV) staff and U.S. Fleet Forces Command.

      12. <u>Other Requirements</u>. Category of requirements includes Marine Corps participation in sister Service exercises, Marine Corps support to U.S. Government organizations, or any other type of requirement. Examples of requirements in this category include Contingency sourcing, equipment sourcing, and Naval Service sourcing agreements executed outside the traditional allocation process (i.e., Tactical Air Integration (TAI), Marine Corps Refuel/Defuel (RF/DF) operations, and Fleet Anti-terrorism Security Team Platoon support to Guantanamo Bay, Cuba).

      (e) <u>Force Synchronization Process Overview</u>. Chapter 3 of the enclosure outlines specific guidance and planning mechanisms for sourcing each category of requirements; the Force Synchronization process is generalized as follows. MARFORCOM coordinates force management actions across the FYDP and COMMARFORCOM executes decision authority for current year plus one (CY+1), and Deputy Commandant,Plans, Policies and Operations (DC PP&O) as the USMC Global Force Manager executes decision authority over the FYDP (2-5 years out).

      <u>1</u>. Upon receipt of a JS-validated CCDR or Service-approved requirement, Marine Forces Command (MARFORCOM) reviews applicability to Marine Corps capabilities and applies an analytical framework encompassing force availability, readiness, and fiscal impacts to form, organize, train, equip, deploy, and sustain the requested capability (ies).

      <u>2</u>. MARFORCOM determines Service-wide Feasibility of Support (FOS) on behalf of HQMC and supported regional MARFORs to determine potential force or individual sourcing availability and sustainability. A FOS query is a Joint and/or Marine Corps request to determine the availability, readiness, and commitment of specified forces and/or capabilities. The FOS query is used continuously throughout force synchronization and supports capability identification, force analysis, and sourcing solution development. The FOS can be generated by any Marine Corps command, is typically transmitted via official message traffic, and serves as a means to gather information, but is not directive. Responses, agreements, or information exchanged during FOS staffing actions must be codified via formal submissions to the JS J-35N (HQMC Deputy Commandant (DC) PP&O approval is required on all JS submissions) in response to geographic CCDR operational requirements, JIA/Joint Manning Document (JMD and Joint exercise requirements; or to Deputy Commandant, Plans, Policies and Operations (DC PP&O) for approval in response to individual/MAGTF augmentation, Service training, COMREL, T&E, BISOG, and all other non-GFM requirements. Once approved, formal ordering of forces will be reflected in

an EXORD, deployment order (DEPORD), or other directive document. Additional information about FOS utilization and content is provided in Chapter 4 of enclosure (2).

        <u>3</u>. MARFORCOM, on behalf of CMC, hosts and facilitates the Force Synchronization Conference to develop, in coordination with the Fleet Marine Forces and other Marine Corps stakeholders, rotational and episodic force sourcing solutions to meet and/or sustain CCDR and Service requirements. Emergent requirements are normally addressed at the time of incident and do not await sourcing actions via this forum. Chapter 2 of enclosure (2) provides additional details about the Force Synchronization Conference.

        <u>4</u>. MARFORCOM develops recommended sourcing solutions and identifies associated risks, impacts, and any divergent views and forwards, via naval message, to PP&O for adjudication and approval.

        <u>5</u>. MARFORCOM develops recommended sourcing solutions for JIAs and SAs; identifies associated risks, impacts, and any divergent views; and forwards, via naval message, to Deputy Commandant, Manpower and Reserve Affairs (DC M&RA) for adjudication and approval.

        <u>6</u>. MARFORCOM submits sourcing recommendations in support of CCDR requirements to the JS J-35 for SecDef approval via the SecDef Orders Book (SDOB). DC M&RA approves and MARFORCOM submits JIA sourcing recommendations to the JS J-35 for SecDef approval via the SDOB. Approved sourcing solutions are published in the GFMAP as an EXORD. Chapter 1 of enclosure (2) details the SDOB process.

        <u>7</u>. DC PP&O publishes MCBUL 3120, which contains conventional force sourcing for all categories of requirements (SecDef, CCDR and Service) as depicted in the USMC Force Synchronization Playbook, which is the electronic version of MCBUL 3120. See Chapter 9 of enclosure (2) for more information about Playbook and other force synchronization data processing and management tools.

        <u>8</u>. Based on the approved sourcing solution, DC PP&O tasks the supporting MARFOR to designate a MAGTF commander or officer in charge (OIC) to report for planning to the supported MARFOR or otherwise designated commander for each specified operation, and subsequent rotations for enduring requirements. During the report for planning process, the MAGTF commander coordinates with the supported MARFOR, conducts a pre-deployment site survey (PDSS) if required, and develops the task organization based on the mission and mission essential tasks identified by the supported MARFOR. Adjustments to the MAGTF elements which require additional augmentation shall be justified and submitted to the supported MARFOR per MAGTF augmentation guidelines outlined in Chapter 3 of enclosure (2).

        (f) <u>Force Synchronization Conference</u>. This conference occurs quarterly, unless otherwise designated, to align with internal and external force management decision cycles, specifically the USMC Executive Offsite Symposium (EOS) and Joint Staff hosted Global Force Management Board (GFMB). The primary purpose of the Force Synchronization Conference is to conduct conventional force sourcing against validated Joint and Service requirements. AO-level representatives from across the Marine Corps (HQMC, MARFORs, MEFs, and the SE) synchronize force availability, capacity, and generation actions to validate previously sourced requirements, and determine solutions for

unsourced and future rotational requirements. Chapter 2 of enclosure (2) details the Force Synchronization Conference; the following provides a general overview:

<u>1</u>. MARFORCOM publishes a calling message approximately 30 days prior to Force Synchronization Conference execution, detailing conference objectives, sourcing requirements, working group topics, and other required pre-conference actions.

<u>2</u>. During the conference, MARFORCOM facilitates discussion and vetting of conventional force capacity and availability, captures sourcing risk/impacts, and collates representative views for all requirement categories outlined above. End-state is a comprehensive out-brief to PP&O (Operations Division) detailing conference deliberations, recommended sourcing solutions, and proposed actions.

<u>3</u>. Upon conference completion, MARFORCOM formally staffs recommended sourcing solutions to both supporting and supported Marine Corps commands for official command endorsement. Upon receipt of staffing actions, MARFORCOM collects, collates, and develops final recommended sourcing solutions and submits to DC PP&O for advocacy staffing, review, and ultimately CMC approval via the MCBUL 3120 message. For all requirements that were not sourced during the conference, MARFORCOM continues coordination across the total force utilizing separate FOS queries and routes subsequent sourcing modifications to DC PP&O for publication of a MCBUL 3120 MOD.

<u>4</u>. MARFORCOM, in concert with PP&O and M&RA, submits GFMAP sourcing solution lines via Joint Capabilities Requirements Manager (JCRM)/LOGBOOK to the JS for SDOB presentation and SecDef approval. Once approved, the designated force provider deploys forces in accordance with established CCDR Latest Arrival Dates (LADs) or other applicable orders and directives.

(g) <u>Force Management Summit</u>. The Force Management Summit (FMS) is the periodic conference designed to facilitate discussion of operational topics requiring senior leader attention. The end state of each FMS is the identification of key issues and decision points relevant to Marine Corps training, operations, global posture, resourcing, and reconstitution.

b. <u>Tasks</u>

(1) <u>Deputy Commandant, Plans, Policies and Operations (DC PP&O)</u>

(a) Serve as the Marine Corps Global Force Manager. On behalf of CMC, approves GFM sourcing actions (i.e., GFM'd, Exercise, Operational T&E, Training, etc.).

(b) Represent CMC at JS J-3 Operations Deputies Tanks and GFMBs, and conducts SDOB staffing in order to ensure Marine Corps capabilities are executed in accordance with GFM directives and processes.

(c) Execute Marine Corps Force allocation approval authority.

(d) Formally staff and approve MARFOR recommended requirements, and provide Service positions on all official Marine Corps traffic addressing GFM and JS related issues.

(e) Assess institutional and future risks associated with USMC sourcing recommendations, and coordinates with DC M&RA to assess institutional, force management, force capability, and future challenges/risk associated with USMC JIA/JMD requirements.

(f) Develop planning assumptions, issues guidance, and directs tasks necessary to enable Marine Corps Force Synchronization/Force Generation planning and execution.

(g) In coordination with DC M&RA, MARFORCOM, and MARFORRES execute mobilization, activation, integration, and deactivation of U.S. Marine Corps Reserve (USMCR) forces allocated against operational requirements.

(h) Adjudicate divergent force allocation positions and defers to DC M&RA to adjudicate divergent JIA sourcing positions/decisions.

(i) Adjudicate divergent force equipping positions and/or provides approval to Deputy Commandant, Installations and Logistics (DC I&L) recommended equipment sourcing solutions in order to facilitate Deputy Commandant, Installations & Logistics (DC I&L) equipment sourcing when supported MARFOR equipment density list (EDL) exceeds supporting MARFOR capability or capacity.

(j) Provide coordinated CMC prioritization for force allocation in support of JS GFM processes.

(k) Provide coordinated CMC prioritization for Title 10 staffing, equipping, and training in support of force generation actions.

(l) Provide representation to the Force Synchronization Conferences. Supports force synchronization/force generation planning and execution. Co-chairs FMS with MARFORCOM.

(m) Publish the MCBUL 3120.

(n) With support from MARFORCOM, on behalf of CMC, hosts and facilitate the Force Management Summit.

(o) Provide exercise prioritization guidance to assist with resolution of resource allocation conflicts.

(2) Deputy Commandant, Combat Development and Integration (DC CD&I)

(a) Monitor the Force Synchronization process in order to refine future force structure. Responsible for force development actions beyond the FYDP.

(b) Recommend training resource allocation prioritization to DC PP&O in order to support Force Synchronization planning and execution.

(c) Oversee the Planning portion of the Marine Corps Planning, Programming, Budgeting, and Execution (PPBE) process. This includes establishing the Marine Corps Capability List and the Marine Corps Capability Gap List.

(d) Provides Service augmentation requirements to support Service wargames in support of developing concepts.

(e) Provides Service augmentation requirements to support T&E events for emerging capability development.

(3) <u>Deputy Commandant, Manpower and Reserve Affairs (DC M&RA)</u>

(a) Serve as Service lead for policy guidance on manpower processes and represents CMC at Service and Joint level conferences related to manpower and personnel.

(b) Provide support to DC PP&O in support of GFM issues involving JIA or other requirements for individual manpower, as necessary.

(c) Direct personnel actions and implements plans and policies to staff and maintain the force.

(d) Manage population of active duty Marine Corps personnel and coordinates staffing to optimally assign personnel to meet institutional demand.

(e) Implement plans and policies to stabilize the force and establishes staffing priorities in coordination with DC PP&O. Stabilization occurs through the Deployment Stabilization Process, which retains deploying Marines in their units for training, deployment, post-deployment in order to maintain unit cohesion.

(f) Coordinate with force providers to bridge the institutional perspective (staffing to T/O requirements) with operational perspective (sourcing operational requirements) in order to document risk to force in support of personnel readiness assessments.

(g) Develop tools and/or models to improve manpower estimates of supportability in coordination with MARFORCOM and DC PP&O in support of force and JIA/other requirements to better inform Service estimates of supportability, documenting unit manpower costs.

(h) Forward approved manpower estimates of supportability and sourcing recommendations through MARFORCOM G-1 to JS J-35.

(i) Coordinate, direct, and track individual Marine rotations in support of SecDef ordered JIA/JMD and other manpower billet requirements.

(j) In concert with MARFORCOM, develops rotational JIA/JMD sourcing, and as required, directs commands to source tasked JIA/JMD requirements.

(k) Monitor and reconcile individual manpower requirements in conjunction with the Force Synchronization Conference and recommended global sourcing solutions.

(l) Provide representation to the Force Synchronization Conferences and Force Management Summits to support force synchronization/force generation planning and execution.

(4) <u>Deputy Commandant, Installations and Logistics (DC I&L)</u>

(a) Provide logistics, equipment, and installation estimates of supportability in support of force synchronization/force generation planning and execution.

(b) When supported MARFOR EDL requirement exceeds supporting MARFOR capability or capacity, recommends ground equipment global sourcing solutions to DC PP&O for approval. Upon approval, facilitates equipment sourcing actions.

(c) Recommend installations and logistics resource allocation prioritization to DC PP&O in order to support Force Synchronization/Force Generation planning and execution.

(d) Coordinate with the Medical Officer of the Marine Corps, DC PP&O, and respective MARFORs in order to provide Health Service Support logistic estimates of supportability for operations. Directs, and coordinates information flow as appropriate.

(5) <u>Deputy Commandant, Aviation (DC AVN)</u>

(a) Provide aviation estimates of supportability to DC PP&O and MARFORCOM in order to support Force Synchronization/Force Generation planning and execution.

(b) Direct and monitor aviation upgrading, modernization, and transition.

(c) Recommend aviation resource allocation prioritization to DC PP&O in order to support Force Synchronization/Force Generation planning and execution.

(6) <u>Deputy Commandant, Programs and Resources (DC P&R)</u>

(a) Provides fiscal estimates of supportability to DC PP&O and MARFORCOM in order to support force synchronization/force generation planning and execution.

(b) Oversee the Marine Corps Programming, Budgeting and Execution portions of the PPBE process, and Program Objective Memorandum (POM) development and submission process to support Force Synchronization and Force Generation processes.

(7) <u>Deputy Commandant, Information (DC I)</u>

(a) Advise DC PP&O on force synchronization/force generation planning and execution related to information environment operations (to include communications, intelligence, cyber, etc.).

(b) Recommend information environment operations resource allocation prioritization to DC PP&O in order to support Force Synchronization/Force Generation planning and execution.

(8) Commander, Marine Corps Forces Command (COMMARFORCOM)

(a) Serve as the Marine Corps coordinating authority for all Force Synchronization planning and execution. Execute force management actions for CY+1.

(b) Conduct Force Synchronization Conferences to develop sourcing solutions and force generation actions in support of validated CCDR and Service requirements, and provide force shortfall mitigation options.

(c) In coordination with HQMC, Marine Forces Pacific (MARFORPAC), and Marine Forces Reserve (MARFORRES), provides coordinated Marine Corps force and individual sourcing recommendations with associated risks and impacts in support of validated CCDR and Service requirements.

(d) Coordinate all Marine Corps sourcing responses with DC PP&O (and DC M&RA as needed) for Service input to the JS J-35S/J-1.

(e) Maintain force and individual commitment, readiness, availability, deployment, and redeployment information for all Marine Corps conventional forces (Active Component (AC) and Reserve Component (RC)). Conducts risk assessments, as detailed in the MCBUL 3120, for all sourcing recommendations.

(f) Coordinate with Service headquarters, geographic CCDR (GCC) staffs, other Service force providers and regional MARFORs to capture, refine, and clarify rotational force demands.

(g) Collect and manage approved requirements and solutions to the individual level, and informs Service estimates of supportability, documenting manpower costs.

(h) Submit Marine Corps sourcing recommendations via a draft MCBUL 3120 to DC PP&O for approval.

(i) In conjunction with MARFORRES, submits RC requests for activation/mobilization to DC PP&O for any RC capabilities to be allocated against operational requirements.

(j) If shortfalls result from a recommended sourcing solution, develop sourcing recommendations from other USMC FMF, RC, or personnel and units assigned to Marine Corps bases and stations, and forwards respective unsourced requirements to DC PP&O and DC M&RA for potential global sourcing actions.

(k) Maintain and update the USMC Force Synchronization Playbook.

(l) Maintain and update the USMC Slider database to enable force analysis and support force synchronization processes.

(m) Determine feasibility of support for Service-retained forces and capabilities, including those capabilities that may be provided from unit garrison locations.

(n) Provide assessment of deployable capacity and risk in support of PP&O review prior to approval/validation of requirements.

(o) Maintain a process to prioritize CCDR and Service exercises to assist with reconciling resource conflicts.

(p) Provide Service and Joint augmentation requirements in support of Service exercises.

(q) Assist supported MARFORs in developing FMF sustainment requirements in support of CCDR Operations Plans/Concept Plans (OPLANs/CONPLANs) and represent Service-retained FMF during USMC War Reserve System Working Groups.

(r) Develop force reconstitution and regeneration plans in collaboration with CMC Staff/Deputy Commandants.

(s) Conduct force assessments (e.g. manpower, training, equipment, etc.), including trend analysis of the Service's capability to execute current, emergent, and future contingency requirements.

(9) <u>Commander, Marine Corps Forces Pacific (COMMARFORPAC)</u>

(a) Provide MARFORCOM with force and individual commitment, readiness, availability, deployment and redeployment information, for assigned U.S. Indo-Pacific Command (USINDOPACOM) Marine conventional forces.

(b) Submit annual force allocation requirements to Commander, USINDOPACOM for compilation and submission to JS J-35N (Joint Operations Division, Global Force Management (JOD-GFM)).

(c) Receive, staff, and respond to force synchronization and GFMAP actions.

(d) Provide sourcing recommendations from USINDOPACOM-assigned forces. Identifies risks/impacts if sourcing conflicts with USINDCOPACOM theater treaty obligations/Operational Plan (OPLAN)/Concept Plan (CONPLAN)/Phase 0 engagement operations/exercises/TSC events.

(e) Provide command representation to Force Synchronization conferences and FMS to support Force Synchronization/Force Generation planning and execution.

(f) Coordinate response development to DC PP&O directed, MARFORCOM sponsored FOS requests for forces and capabilities for USINDOPACOM assigned Marine Corps conventional forces and capabilities.

(g) Provide Service and Joint augmentation requirements, external to MARFORPAC in support of Service exercises.

(10) <u>Commander, Marine Corps Forces Reserve (COMMARFORRES)</u>

(a) Provide MARFORCOM with force and individual commitment, readiness, availability, deployment and redeployment information for all Marine Forces Reserve units.

(b) Receive, staff, and respond to all force synchronization and GFMAP actions.

(c) Provide sourcing recommendations from RC forces. Identifies risk/impacts if sourcing conflicts with RC training, deployment to dwell (D2D) ratios, or activation/mobilization timelines.

(d) Submit activation/mobilization data to MARFORCOM for reserve forces allocated against operational requirements.

(e) Provide command representation to Force Synchronization conferences and FMS to support Force Synchronization/Force Generation planning and execution.

(f) Coordinate response development to DC PP&O directed, MARFORCOM sponsored FOS requests for RC forces and capabilities.

(g) Provide Service and Joint Augmentation requirements, external to MARFORRES, in support of Service exercises.

(11) <u>Commanders, Marine Forces Europe/Africa (MARFOR EU/AF), Marine Forces South (MARFOR SOUTH), Marine Forces North (MARFOR NORTH), and Marine Forces Central Command (MARFORCENT)</u>

(a) Advise respective Geographic CCDRs on annual force allocation requirements for compilation and submission to the JS J-35N (JOD-GFM).

(b) Receive, staff, and respond to force synchronization and GFMAP actions.

(c) Advise respective CCDRs on the proper employment of Marine Corps forces.

(d) Provide command representatives to Force Synchronization conferences and Force Management Summits to support force synchronization/force generation planning and execution.

(e) Respond to DC PP&O directed, MARFORCOM sponsored FOS requests for forces and capabilities.

(f) Identify emergent CCDR requirements that could be sourced by USMC forces and individuals to PP&O, M&RA, and MARFORCOM respectively, concurrent with CCDR submission to JS, in order to determine potential Marine Corps support and anticipated sourcing actions. Known rotational and enduring requirements are considered steady state and do not require a separate submission beyond the annual geographic CCDR requests for forces.

(g) Submit GFM force requirements to respective CCDR in accordance with published JS annual GFM FY planning guidance. Submit emergent requirements that fall outside of the annual GFM FY cycle at the earliest opportunity in order to facilitate force sourcing actions.

(h) POM submission funding requirements for known and anticipated events to ensure operational requirements are included in the Service budget baseline.

(i) Provide MARFORCOM with force and individual commitment, readiness, availability, and deployment and redeployment information in support of the force synchronization process and sourcing solution development.

(j) Submit to DC PP&O future requirements for approval during requirement identification phase described in Chapter 3 of the enclosure, paragraph 3.

(12) <u>Commander, Marine Forces Special Operations Command (COMMARSOC)</u>

(a) Advise U.S. Special Operations Command (USSOCOM) on the proper employment of Marine Corps forces.

(b) Advise DC PP&O on potential requirements for conventional Marine Corps forces in support of USSOCOM requirements prior to submission to the JS.

(c) Provide command representation to Force Synchronization conferences to support Force Synchronization/Force Generation planning and execution.

(d) Provide Service augmentation requirements in support of MARSOC exercise requirements.

(13) <u>Commander, Marine Corps Forces Cyberspace Command (MARFORCYBER)</u>

(a) Advise U.S. Cyber Command (USCYBERCOM) on the proper employment of Marine Corps forces.

(b) Provide command representation to Force Synchronization conferences to support Force Synchronization/Force Generation planning and execution.

(c) Provide Service augmentation requirements in support of exercise requirements.

(14) <u>Commanding Generals, 1st Marine Expeditionary Force (CG I MEF), 2nd Marine Expeditionary Force (CG II MEF), and 3rd Marine Expeditionary Force (CG III MEF)</u>

(a) Provide MARFORCOM with force and individual commitment, readiness, availability, and deployment information for all conventional forces. I and III MEF should route all correspondence to higher headquarters and MARFORCOM via MARFORPAC.

(b) For non-standard, garrison-based, or ad hoc capabilities, be prepared to provide information, coordinated via the report for planning relationship with gaining commands, related to construct of requirements and consumption of force/individual manpower reflecting requirement, source of manpower (OMCC, Grade, MOS), and duration.

(c) Receive, staff, and respond to all force synchronization and GFMAP actions.

(d) Provide sourcing recommendations from assigned forces. Identify risk/impacts and provide binning data if command non-concurs to source a requirement.

(e) Provide command representation to the Force Synchronization conferences and Force Management Summits. Support Force Synchronization/Force Generation planning and execution.

(f) Coordinate response development to DC PP&O directed, MARFORCOM sponsored FOS requests for forces and capabilities for assigned conventional forces.

(g) Be prepared to screen and identify all individual Marines with a deployment to dwell ratio of less than 1:1.

(h) Provide Service and Joint augmentation requirements, external to the MEFs, in support of MEF Service exercises.

(15) Supporting Establishment commands and organizations (i.e. Commander, Marine Corps Systems Command, Commander, Maine Corps Logistics Command, etc.) provide command representation to Force Synchronization conferences to support Force Synchronization/Force Generation planning and execution.

c. Coordinating Instructions

(1) Marine Corps force providers will adhere to planning constraints and Service priorities for manning and equipping forces during sourcing development.

(2) The Marine Corps will utilize the Joint Operations Planning and Execution System (JOPES) to achieve force closure by stated CCDR LAD.

(3) Commands will respond to FOS queries by providing timely, accurate, and complete information (e.g., force readiness and availability).

5. Administration and Logistics

a. Recommendations. Recommendations for changes to this Order should be submitted to PP&O via the chain of command. This Order supersedes the following policies and directives.

b. USMC Process for Satisfying RFF with Aggregated Individuals, CMC PPO (SC), 151626Z NOV 11.

c. FY11 USMC Conventional Force Allocation and Synchronization Process, CMC MSG 151101Z APR 11.

d. Marine Corps Conventional Joint Individual Augment Process, CMC MSG 102202Z APR 09.

e. The Force Augmentation Business Rules, CMC MSG (DC M&RA Manpower Management Force Augmentation (MMFA)) 071916Z MAY 08.
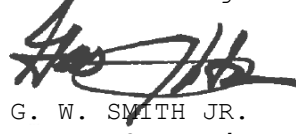
f. Records Management. Records created as a result of this Order shall be managed according to National Archives and Records Administration (NARA)-approved dispositions per reference (f) to ensure proper maintenance, use, accessibility and preservation, regardless of format or medium. Records disposition schedules are located on the Department of Navy/Assistant for Administration (DON/AA), Directives and Records Management Division (DRMD) portal page at: https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-

and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx.
Refer to reference (mm) for Marine Corps records management policy and
procedures.

g. <u>Privacy Act</u>. Any misuse or unauthorized disclosure of Personally
Identifiable Information (PII) may result in both civil and criminal
penalties. The Department of the Navy (DON) recognizes that the privacy of
an individual is a personal and fundamental right that shall be respected and
protected. The DON's need to collect, use, maintain, or disseminate PII
about individuals for purposes of discharging its statutory responsibilities
shall be balanced against the individuals' right to be protected against
unwarranted invasion of privacy. All collection, use, maintenance, or
dissemination of PII shall be in accordance with the Privacy Act of 1974, as
amended (reference (nn)) and implemented per reference (g).

5. <u>Command and Signal</u>

    a. <u>Command</u>. This Order is applicable to the Marine Corps Total Force.

    b. <u>Signal</u>. This Order is effective the date signed.

                          G. W. SMITH JR.
                          Deputy Commandant for
                          Plans, Policies, and Operations

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Table of Contents

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(d) Global Force Management Implementation Guidance (GFMIG) FY 2019-2020 (S) NOTAL
(e) CJCSM 3130.06B, "Global Force Management Allocation Policies and Procedures," 12 October, 2016 (S) NOTAL
(f) SECNAV M-5210.1 CH-1
(g) SECNAVINST 5211.5F
(h) MCWP 7-10
(i) CJCSI 1301.01F, "Joint Individual Augmentation Procedures," 17 November, 2014
(j) MCO 1001.61A
(k) CJCSI 3500.01H, "Joint Training Policy for the Armed Forces of the United States," 25 April, 2014
(l) MCO 1001.59A
(m) DTG 011535Z, "Crisis Augmentation Procedures and Responsibilities," March, 2011 (S) NOTAL
(n) MCO P5720.73
(o) MCO 5720.77
(p) Blue in Support of Green (BISOG) Guidance
(q) MCO 3000.19B, USMC Total Force Mobilization, Activation, Integration, and Deactivation Plan
(r) CJCSM 3122.02D, "Joint Operation Planning and Execution System (JOPES) Volume III (Time-phased Force and Deployment Data Development and Deployment Execution)," 21 May, 2015
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(t) Joint Publication 3-35, "Deployment and Redeployment Operations," 10 January, 2018
(u) DTG 172115Z,"USMC FY11 Service Redlines August," 2010 (S) NOTAL
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(af) National Defense Strategy (NDS), 2018
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(am) MCO 5210.11F
(an) Title 5, U.S.C. 552a
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(ap) CJCS Notice 3500.01, Chairman's Joint Training Guidance
(aq) CJCSM 3500.03E Joint Training Manual for the Armed Forces of the United

        States
(ar) MCO 3120.12, Marine Corps Force Management and Force Synchronization
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Marine Corps Global Force Management (GFM) and Force Synchronization Manual

Chapter 1

Global Force Management (GFM) Overview

1. Purpose. This chapter provides an overview of GFM and how the Marine Corps Force Synchronization process aligns to the Joint GFM process.

2. Global Force Management (GFM) Background. In 2005, the Department of Defense (DoD) transformed a reactive force management process into a near real-time, proactive process. The GFM process enables SecDef to make risk-informed force management and allocation decisions based upon force availability, capacity, and readiness across DoD. GFM facilitates deliberate planning against known requirements in advance of deployment preparation and execution timelines by aligning the three processes of force assignment (inclusive of Service retained forces), apportionment, and allocation. Table 1-1 summarizes these three processes as well as associated authorities and JS and Service roles and responsibilities within each process. The JS, CCDRs and Services employ GFM policies and procedures to identify forces and capabilities necessary to support geographic CCDR operational missions and to inform SecDef allocation decisions of associated risks and impacts. GFM enables DoD to balance limited resources against global requirements and ensures flexibility for U.S. forces to execute operational objectives in support of strategic end states.

Force Category	Assigned Forces	Allocated Forces	Apportioned Forces
Assigned by	President/SecDef	SecDef	CJCS
Authorities	Unified Command Plan (UCP), GFMIG and JSCP Title 10 U.S.C. Section 161, 162, 167	GFMIG, Title 10 U.S.C. Section 162 GFMAP	GFMIG, Title 10 U.S.C. Section 153
Force Description	Forces assigned under Combatant Command (CCMD) (Command Authority) (COCOM) of a CCDR	Forces transferred from one CCDR or Service to another CCDR for operations/ missions; the supported commander exercises Operational Control (OPCON) over allocated forces	Resources for planning purposes only
JS lead	J-8 manages force assignment for SecDef & CJCS	J3 manages force allocation	J-8 manages force apportionment
USMC lead for coordination with JS	DC PP&O Plans and Strategy Division (PL)	DC PP&O Operations Division (PO)	DC PP&O PL Division

Table 1-1.--Assigned, Allocated & Apportioned Forces Summary

3. Global Force Management (GFM) Purpose. GFM is a Joint process that provides comprehensive insights into the availability and readiness of U.S. military forces in support of global military requirements.

    a. Global Force Management (GFM) Goals include:

        (1) Account for forces and capabilities committed to ongoing operations.

        (2) Account for non-committed unit availability and readiness.

        (3) Identify sourcing options/recommendations which represent the most appropriate and responsive force or capability that meets CCDR requirements.

        (4) Identify current and future risk associated with sourcing recommendations.

        (5) Improve ability to defeat/deter multiple, overlapping conflicts.

        (6) Improve responsiveness to unforeseen contingencies.

        (7) Provide increased predictability for rotational force requirements.

        (8) Identify high demand force capability imbalances and develop recommendations to mitigate shortfalls.

    b. Authorities that govern the three processes of force assignment, force apportionment, and force allocation are as follows:

        (1) Assignment. Title 10 U.S. Code (U.S.C.) Sections 161, 162, and 167 outline force assignment guidance and requirements. The President, through the UCP, instructs SecDef to document his direction for assigning forces published annually in the Forces for Unified Commands Memorandum (odd number years) and the GFMIG (even numbered years). Pursuant to Title 10, U.S.C., Section 162, the Secretaries of the Military Departments shall assign forces under their jurisdiction to unified and specified CCMD to perform missions assigned to those commands.

            (a) Unassigned forces remain under Military Department control in order to carry out functions of the Secretaries of the Military Departments in accordance with Title 10 U.S.C., Sections 301(b), 5013(b) and 8013(b).

            (b) Marine Corps Service retained forces are Fleet Marine Forces (FMF) under the administrative control (ADCON) of the Secretary of Navy, Military Departments and not assigned to a CCDR. MARFORCOM, II MEF, Marine Forces Reserve (MARFORRES), and Marine Corps Security Cooperation Group are examples of Service-retained forces.

        (2) Apportionment. In accordance with the GFMIG, apportionment is the distribution of forces and capabilities to enable CCDR operational planning. Pursuant to Title 10 U.S.C., Section 153, the CJCS shall be responsible for preparing strategic plans, including plans which conform to resource levels projected by the SecDef to be available for the period of time for which the plans are to be effective. Apportioned forces are types of combat and related support forces provided to enable CCDRs operational planning only. Apportioned forces are numbers of forces a CCDR can reasonably expect to be

available, but not necessarily an identification of the actual forces that will be allocated for use when a deliberate plan transitions to execution. The CJCS apportions forces for CCDRs to utilize as an assumption for planning. Apportioned forces are published in the GFMIG apportionment tables. During odd number years, the apportionment tables are published separately and posted on the JS J-8 web site.

        (3) <u>Allocation</u>. Allocation, or sourcing, is the process of distributing forces to meet CCDR requirements. In accordance with the GFMIG, and pursuant to Title 10 U.S.C., Section 162, a force assigned to a CCMD may be transferred from the command to which it is assigned only by authority of the SecDef; and under procedures prescribed by the Secretary and approved by the President. Under this authority, the SecDef allocates forces between CCDRs or Secretaries of Military Departments and a CCDR. When transferring forces, the SecDef will specify the command relationship the gaining commander will exercise and the sourcing commander will relinquish. For more information about command relationships see Chapter 10 of this enclosure.

4. <u>Global Force Management (GFM) Reform Initiatives</u>. In 2014, the DoD instituted a set of initiatives designed to improve the Joint Force's ability to respond to major contingencies.

    a. Dynamic Force Employment (DFE) framework.

    b. The Directed Readiness Tables (DRT) are a Joint Staff tool used to visualize and operationalize the DFE framework. The DRT tool does not include Institutional Forces.

    c. The DFE framework and DRT tool are directed in the GFMIG for FY19-20, and further discussed in reference (dd) and (ee).

5. <u>Force Allocation Purpose</u>. The objective of force allocation is to provide CCDRs with the most capable forces to meet stated capability requirements, balanced against risks (operational, future challenges, force management, institutional), global priorities, and global demand. In order to distribute forces among competing CCDR demands, the Joint Force Coordinator (JFC), Joint Force Providers (JFPs), Joint Functional Manager (JFM), CCDRs, force providers (FPs), JS, OSD, and the SecDef maintain visibility of global demand. Operational force, Service/institutional, JIA, exercise, and future challenges are the components of the global force demand. Risk identification for either allocating or not allocating forces for a given requirement is framed to capture CCDR operational risk, force management and institutional risk, and Service future challenges. Reference (e) defines the following allocation roles and responsibilities:

    a. The JS Deputy Director for Regional Operations (JS J-35N), located at the Pentagon, manages the GFM process on behalf of the CJCS and SecDef. The Joint Force Coordinator is the JS Deputy Director for JFC (JS J-35S). DC PP&O is the Marine Corps GFM manager. MARFORCOM is designated as the Marine Corps GFM/force synchronization coordinator.

    b. JS J-35S, located in Norfolk, is the force coordinator for conventional forces. Functional CCMDs, operate world-wide across geographic boundaries and provide unique capabilities to geographic CCDRs. Commander, U.S. Special Operations Command (CDRUSSOCOM) is the JFP for SOF. Commander U.S. Transportation Command is the JFP for mobility forces. The CJCS J-32 is

the Joint Functional Manager for Intelligence, Surveillance and Reconnaissance and integrated missile defense.

    c. Joint Force Providers include Secretaries of the Military Departments, CCDRs with assigned forces, the U.S. Coast Guard, DoD agencies, and OSD organizations that provide force sourcing solutions to CCDR force requirements. Marine Corps principal FPs include: MARFORPAC, MARFORCOM, and MARFORRES. PP&O is the FP for supporting establishment (SE)forces. Marine Corps Forces Special Operations Command (MARSOC) provides forces to CDRUSSOCOM.

6. The Force Allocation Process. JFPs and other force providers make force allocation recommendations to satisfy CCDRs force and JIA requirements that cannot be met with assigned forces. The allocation process addresses all capabilities across DoD to identify and recommend the most appropriate and responsive force. Each joint force or JIA requirement culminates in a SecDef sourcing decision captured in the GFMAP which serves as the formal EXORD to deploy forces, and authorizes subsequent Marine Corps DEPORDs or individual orders. Each allocation decision involves weighing complex FP risks against CCDRs operational risks, and impacts to current operations and potential future contingencies. Service FPs must balance CCDR requirements with Service requirements to support Title 10 responsibilities. Table 1-2 summarizes JS and Marine Corps roles and responsibilities throughout the process. Table 1-3 summarizes key actions in the Joint GFM allocation process. Chapter 3 of this enclosure includes a detailed description of how the Marine Corps conducts force synchronization to source CCDR and Service requirements.

    a. Per reference (e), requirements can be annual or emergent. CCDRs conduct deliberate planning for known requirements. Annual requirements are sourced via the annual GFM cycle. Emergent requirements are staffed individually as they arise.

        (1) Annual Allocation Cycle. CCDRs submit force and JIA requirements for an entire FY per guidance contained in reference (d) as well as the annual Global Force Management Allocation PLANORD, which details strategic assumptions, timelines, and specific directions for annual submission development and subsequent sourcing actions. RFFs encompass rotational requirements which can endure or continue from year to year, with forces rotating on a pre-planned schedule. Some rotational requirements may be sourced episodically. Such a requirement is registered and known, but sourced based on Service capacity.

        (2) Emergent Allocation Cycle. Emergent requirements are CCDR RFFs submitted after the CCDR rotational submission due date (as specified in the current FY GFM Allocation PLANORD) that cannot be met by the CCDR, its components, or through currently assigned or allocated forces. Emergent requirements follow the same allocation process as annual requirements for submission, validation, sourcing and approval per reference (e), but the process is executed on a more accelerated timeline. In order to optimize the sourcing solution timelines and ensure requested start dates are met, emergent requirements must be submitted as early as possible. Emergent requirements fall into one of three categories:

            (a) Routine RFFs

            (b) Urgent RFFs

            (c) Immediate RFFs

(d) Guidance for handling emergent requirements by category are detailed in reference (e).

b. The allocation process begins with a CCDR requesting forces and/or JIAs to meet mission requirements which cannot be met with assigned or previously allocated forces. CCDRs are permitted to submit known and enduring rotational force and JIA requirements for an entire FY via annual GFM submission. This submission includes demand for assigned forces, replacements for forces currently allocated (rotational forces) as well as any anticipated new requirements necessary for that year. CCDRs may request additional forces and JIAs as emergent requirements based upon changes to the operational and security environments within their respective Area of Responsibility (AOR). Emergent requirements are submitted individually as RFFs and undergo the same validation and analysis process as annual requirements, yet are processed with a heightened level of urgency by the JS and Services in order to present sourcing recommendations to the SDOB as soon as possible after requirements have been identified. In response to urgent demand, SecDef may order force allocation via voice authority (VOCO), with formalized SDOB actions occurring after the force deploys.

Role	Joint GFM (CCDR Requirements)	USMC Force Synchronization (CCDR & Service Requirements)
Process Owner	SecDef	CMC
Process Manager	JS J-35 North (J-35N)	DC, PP&O
Requirements Generator	CCDRs, OSD	MARFORs, Naval Force, SE, CMC/Chief of Naval Operations (CNO)
Sourcing Coordinator	JS J-35 South (J-35S)	MARFORCOM
Force Providers	Joint Force Providers	MARFORPAC (I, III MEF), MARFORCOM (II MEF), MARFORRES, SE

Table 1-2.--GFM & USMC Force Synchronization Roles & Responsibilities

	Force Allocation Tasks
CCDR	Submits requirements
JS J-35N	Validates force requirements
JS J-1	Validates JIA requirements
JS J-35S	Assigns sourcing to JFPs and coordinates sourcing recommendations
	As the JFP for conventional forces, works with Services, CCDRs and DoD agencies to recommend sourcing solutions for all conventional force & JIA requirements
Force Providers	Develop and recommend sourcing solutions for assigned and validated CCDR requirements

Table 1-3.--Key Joint GFM Allocation Tasks

c. JS J-35N validates all CCDR force requirements to ensure completeness and proper authorities have been conveyed for the respective CCDR to conduct operations, missions, or theater engagements. Requirements guidance, submission criteria, demand review, and validation are conducted in conjunction with regularly scheduled GFMB. CCDRs are required to validate

JMDs prior to submission to the JS for sourcing approval and coordination with the Services to determine available capacity to source.

d. Upon validation, JS J-35S forwards each requirement to the appropriate FP via Joint Capabilities Requirements Manager (JCRM) and Logbooks. JS J-35S, JFPs, and Service FPs coordinate sourcing internally, as well as externally with CCDRs, to determine sourcing options, risks, impacts, and development of feasible, acceptable, sustainable, and thorough sourcing solutions for each requirement. The Marine Corps develops force sourcing recommendations for annual CCDR and Service requirements during the Force Synchronization Conference (see Chapter 3 of this enclosure); sourcing recommendations for emergent requirements are developed as they arise. Service FPs develops sourcing recommendations by executing a comprehensive look across the full range of Service capabilities, to include assigned, unassigned, and Service- retained forces. Each nomination or sourcing recommendation includes risks associated with providing a force to meet the requirement within the specified time period, as well as the operational risks to the CCDR if sourcing does not fully meet the stated requirement (i.e., utilizing in-lieu- of (ILO), smaller forces, etc., to meet the requirement).

(1) Validation criteria are detailed in enclosure D of reference (e).

(2) Binning guidance is included as enclosure E to reference (e). Binning is a method to categorize potential units to be sourced from most desirable to least desirable and is the initial step in the development of a sourcing solution. The JS specifies the binning guidance and publishes it each year in the GFMAP Planning Order.

e. JS J-35S staffs sourcing recommendations with all CCDRs, JFPs, and Service FPs to ensure risks are accurately presented for SecDef decision. Contentious issues are raised, if necessary, and resolved through a series of forums, including the AO weekly GFM video teleconference (VTC), and/or the General Officer/Flag Officer (GO/FO) bi-weekly VTC as required. The JS J-35S consolidates all sourcing solutions into the draft GFMAP and supporting annexes.

f. JS J-35N staffs and briefs the draft GFMAP order through the JS Directorates and OSD to the CJCS, OSD leadership and ultimately to the SecDef for decision via the SDOB.

g. Marine Corps Force Synchronization facilitates the Service's participation in GFM while concurrently enabling force generation, sustainment planning, and execution. Under the authority of the SECNAV, the CMC supports GFM by nominating available Marine Corps forces, personnel, and resources for employment by respective CCDRs. CMC also approves the allocation of Marine Corps forces in support of Title 10 and other institutional responsibilities (training, service exercises, experimentation.) In accordance with GFM policies, CMC recommends to SecDef the assignment, apportionment, and allocation of Marine Corps forces (forces and individual) from both the FMF and SE to fulfill Joint and internal Service requirements.

7. Global Force Management (GFM) Forums. Several forums facilitate requirements identification, requirements validation, sourcing solution development, and sourcing solution approval and implementation. OSD, via the GFMB, issues annual guidance for developing CCDR requirements and reviews CCDR

requests for forces to ensure they align with the National Defense Strategy and strategic objectives. During the GFMB, the JS also solicits Service level input regarding projected force availability/capacity, funding feasibility, and reviews Service force management and institutional risk. The SDOB process enables a comprehensive review from the JS, CCDRs and Services to view and adjudicate recommended sourcing solutions in response to CCDR requirements in order to inform SecDef consideration for force allocations. The GFMAP, and subsequent modifications, are SDOB outputs and authorize execution of sourcing solutions via the force deployment and execution process.

a. <u>Global Force Management Board (GFMB)</u>. The GFMB is a GO/FO-level body, organized by the JS, chaired by the JS J-35N, and Director of the JS; attended by the COCOM J-3s, Service headquarters Operational Directorates, OSD, and other agencies to provide senior DoD decision-makers the means to assess operational effects of force management decisions on national and defense strategic end-states. The GFMB meets three times a year to address specific tasks associated with rotational and emergent force sourcing. The annual submission cycle starts with the GFMB releasing guidance for developing the GFMAP. Once CCDRs submit their annual requirements, the JS hosts another GFMB to review and validate requirements. The final GFMB meeting of the year reviews CCDR demands, Service and JFP sourcing recommendations, and culminates in a "base GFMAP" which is presented to the SecDef for approval and ordering during the SDOB process.

b. <u>Secretary of Defense Orders Book (SDOB) Process</u>. The SDOB is the primary venue for the JS to gain SecDef approval of proposed sourcing recommendations; gain SecDef authorization for military operations, and transfer or attachment of forces; or obtain approval to modify SecDef decisions in previously approved orders. During the SDOB, CCDRs and Services provide sourcing recommendations and associated risks to SecDef for review and approval. Contentious issues will be presented to SecDef with appropriate positions represented. The JS provides a final recommendation to SecDef for approval. SecDef, via the SDOB, approves annual sourcing solutions as captured in the base GFMAP and emergent sourcing solutions as GFMAP modifications. Once SecDef approves all sourcing recommendations, the resulting GFMAP is released across DoD for execution. The normal SDOB process occurs on a bi-weekly cycle per reference (e), but may occur more frequently as operational and security circumstances mandate.

(1) The JS J-35N is responsible for SDOB preparation. DC PP&O represents CMC in the SDOB process. MARFORCOM coordinates with DC PP&O for USMC equities for units/detachments, prior to coordination with JS J-35S regarding specific GFMAP lines, to ensure approved sourcing solutions are properly captured and presented for SecDef review.

(2) During the SDOB, SecDef approves the following: EXORDs, GFMAP modifications, prepare to deploy orders (PTDOs), alert orders (ALERTORDs), alert and mobilization of RC forces, and modifications of CCDR requirements or previous SecDef decisions and orders.

8. <u>Global Force Management Allocation Plan (GFMAP)</u>. Once approved by the SecDef, the GFMAP is published and made available on the JS J-35N SIPRNET web page. There is a new base GFMAP developed for each FY. The GFMAP is the SecDef EXORD for all allocated forces. The GFMAP base order is published 10-12 months prior to the applicable FY of execution and modified as necessary thereafter. The majority of rotational force and JIA requests are

adjudicated and ordered in the GFMAP Base Order. Remaining requests from the annual submission and emergent requirements are added to the GFMAP annexes as modifications.

   a. The GFMAP authorizes the transfer of forces from supporting CCDRs and Secretaries of Military Departments to a supported CCDR. Annexes are published with the GFMAP and subsequent modifications to the GFMAP. GFMAP Annexes A-D contain all of the information inherent within a written order and authorizes JFPs to deploy forces in subsequent GFMAP Annex Schedules. Annex categories are as follows:

      (1) Annex A: Conventional Forces

      (2) Annex B: Special Operations Forces

      (3) Annex C: Mobility

      (4) Annex D: JIAs

      (5) Annex E: CCMD specific coordinating instructions.

   b. Force providers execute the SecDef approved orders by issuing DEPORDs, through the chain of command to the deploying unit. Deploying individuals are issued Temporary Additional Duty (TAD) orders. Likewise, CCDRs issue orders to execute SecDef-defined command and control relationships of assigned and allocated forces.

   c. Regional Marine Corps components to geographic CCDRs (MARFORs) shape requirements in order to do the following:

      (1) Recommend capability size/composition for the CCDR's area of responsibility/region; i.e., clearly identify requirements as either a standard capability by Table of Organization (artillery battery, infantry platoon, etc.), a portion of a T/O (infantry battalion minus or re-enforced, etc.), or as a non-standard capability (an ad hoc or in lieu of force). MARFORs shape requirements to inform Service estimates of supportability and provide a record of unit manpower costs needed to support timely force management decisions.

      (2) Participate in USMC Force Synchronization Conferences to inform force generation actions (man/train/equip) of forces and/or individuals.

      (3) Make recommendations to the CCDR on the proper command and control (C2) and employment of Marine Corps forces.

      (4) Conduct deployment/redeployment planning and execution of assigned/attached Marine Corps forces.

      (5) Additional Marine Corps component tasks are listed in references (e) and (h). Additional information about command relationships and componency can be found in Chapter 10 of this enclosure.

9. Force Management Tool Suite and Systems. Whether rotational or emergent, requirements are submitted by CCDRs via standard message traffic to the JS J-3, with specific requirements recorded in the Joint Capabilities Requirments Manager (JCRM). JCRM is the DoD SIPRNET-based program of record and database for all CCDR operational force requirements. It is utilized by the JS, CCDRs,

JFPs, JS J-35S, JFM, and Service FPs for the administration, planning, and management of the allocation process. JIA requirements are submitted using Logbook to determine available manpower capacity to source between the Services. As sourcing solutions are developed and approved by SecDef they are recorded via the Fourth Estate Manpower System (FMTS). The FMTS system exports JIA JMD data to JCRM for visibility of JIA demand. For more information about GFM and Marine Corps Force Synchronization systems and tools, see Chapter 9 of this enclosure.

10. <u>Joint Training/Exercises</u>. Joint or Service requirements for CJCS directed and CCDR high priority exercises are submitted via the JTIMS. JTIMS may be used to reflect assigned and previously allocated forces to be used in support of exercises, but more commonly JTIMS specifies additional forces and capabilities required to support a specific exercise. A combination of GFM tools, JCRM, FMTS, and JTIMS are commonly used to inform Service risk analysis which supports framing of GFM sourcing recommendations. Typically, MARFORCOM as the USMC GFM/Force Coordinator, leverages all available tools to collect, collate, and develop risk analysis, resulting in a recommendation to DC PP&O for RFF concurrence/non-concurrence. Marine Corps force provider planners must be aware of the total global demand in order to effectively shape sourcing recommendations and force generation risk/impacts. Sourcing solutions for exercise support do not require SDOB actions.

Chapter 2

Marine Corps Force Synchronization Conference

1. <u>Purpose</u>. This chapter details how the Force Synchronization Conference is organized and identifies participant roles and responsibilities, and conference products.

2. <u>Force Synchronization Conference and Global Force Management (GFM)</u>. Under the authority of the Secretary of the Navy, the CMC supports GFM by nominating available Marine units, personnel, and resources for employment to geographic Combatant Commanders (GCCs). In accordance with GFM policies, CMC recommends to the SecDef the assignment (inclusive of Service retained forces), apportionment, and allocation of Marine Corps forces (units and individuals) from both the Fleet Marine Forces and SE to fulfill Joint and internal Service requirements. To facilitate these responsibilities, CMC directs and employs the Marine Corps Force Synchronization Conference to develop informed force allocation recommendations and/or decisions. CMC designates COMMARFORCOM as the USMC coordinating authority for conventional force allocation planning, synchronization, force generation, and execution. MARFORCOM, on behalf of CMC, hosts and facilitates the Force Synchronization Conference.

3. <u>Force Synchronization Conference and Requirements</u>. The Marine Corps Force Synchronization Conference is a forum where designated command representatives across the Service (HQMC, MARFORs, MEFs, Marine Corps Installations Command (MCICOM)), and other major commands in the SE) identify Marine Corps sourcing solutions in response to validated CCDR requirements, de-conflict force availability and capacity, identify specific force generation actions, and determine recommended solutions for any unsourced and future requirements. The Marine Corps Force Synchronization Conference is the venue where the Service collaboratively aligns available resources to global requirements, and synchronizes Service-wide manning, training, and equipping efforts. During the conference, designated command representatives conduct a comprehensive analysis of all requirements for Marine Corps forces and capabilities including:

    a. CCDR Operations (annual/rotational and emergent).

    b. JIAs.

    c. CCMD and Joint Exercises.

    d. Service Augments (SAs).

    e. MAGTF Augmentation.

    f. Service Training.

    g. Conventional Forces in support of MARSOC.

    h. COMREL events.

    i. Test and Evaluation (T&E) events.

    j. Blue in Support of Green (BISOG) requirements.

    k. Other.

4. <u>Force Synchronization Conference Objectives</u>. The Force Synchronization Conference enables the Marine Corps to influence Joint and Service GFM actions and funding requests by:

    a. Establishing pre-coordinated Service-wide positions on force sourcing to properly inform and influence either bi-weekly SDOB or GFMB actions. During the conference, the Marine Corps finalizes sourcing solutions for the current FY, while looking as far out as FY+2.

    b. Synchronizing Service-wide positions on resourcing prioritization intended to influence the OPFOR POM submissions.

    c. Identifying risks, issues, and challenges for senior leadership discussions and decision.

    d. Developing recommended sourcing solutions for validated CCDR and Service requirements and presenting recommendations to DC PP&O for approval.

    e. Increase awareness across the Marine Corps regarding current, future, and emergent demand signals.

    f. Capture and report risks associated with sourcing solutions by applying Marine Corps prioritization metrics (i.e., Service redlines, and manning and staffing guidance) across sourcing actions.

    g. Framing discussion/decisions/action items for other USMC forums such as the FMS and the General Officer Executive Off-Site (EOS) in order to arm leadership for engagement with the JS and participation in the GFMB and SDOB forums.

5. <u>Force Synchronization Conference Calling Message</u>. MARFORCOM shall publish a calling message approximately 30 days prior to conference execution, detailing conference objectives, sourcing requirements, working group topics, and other required pre-conference actions.

    a. MARFORs, MEFs and other participants will provide input to MARFORCOM Force Analysis branch to address new or changes to existing rotational and emergent requirements. The intent is to identify demand signals to USMC force providers in sufficient time for consideration during the conference. Any changes to demand requires updated data to be registered in the USMC Force Synchronization Playbook. The USMC Force Synchronization Playbook is a web-enabled application used to register, track, and source Marine Corps forces and capabilities. For more information see Chapter 9 of this enclosure.

    b. The USMC Playbook is used extensively for GFM and Force Synchronization Conference preparation, execution, and after action activities. During the 30 days preceding the conference, MARFORCOM regional AOs update information in Playbook to ensure the most current data is captured and documented prior to conference commencement. Ensuring requirements and sourcing solutions (up to 18 months into the future) are accurately captured requires cooperation and input from all stakeholders. The conference solidifies unit tasking and execution timelines for rotational and emergent requirements. During the conference, the Playbook is the primary means used to capture and record recommended solutions.

c. Conference participants arrive prepared to assist in force sourcing solution development and refinement. As such, data fidelity is critical to force providers in determining capacity and capabilities. Appropriate rigor must be applied to analyze Marine Corps capacity to source requirements and ensure Marine Corps leadership has the relevant facts to make informed resourcing decisions. Accordingly, supporting MEFs and MARFORRES (as force providers) and regional MARFORs (as force employers) will review and update USMC Playbook prior to commencement of a Force Synchronization Conference.

d. In addition to Marine Corps GFM and force synchronization AOs, the conference is open to JS J-35S, JS J-7, U.S. Fleet Forces Command, U.S. Army Forces Command, and Air Combat Command representatives.

6. <u>Force Synchronization Conference Working Groups</u>. During the conference, regional MARFORs provide an overview of requirements for their CCDR AOR to include operations, exercises, TSC, and other events. MARFORs are encouraged to review sourced and unsourced requirements for each AOR, identify potential mitigation options for unsourced requirements, and present future priorities which may better inform resource allocation.

a. MARFORCOM facilitates discussion and vetting of conventional force capacity and availability, captures sourcing risk/impacts, and collates representative views for all requirement categories. The end-state is a comprehensive out-brief to the Director, Operations (DIROPS DC PP&O) and COMMARFORCOM detailing conference deliberations, recommendations, and proposed actions.

b. Sourcing recommendations shall capture:

(1) Marine Corps sourcing capacity.

(2) Costs and risks associated with sourcing or not sourcing a given requirement.

(3) Issues to be addressed at other forums such as the FMS or the EOS.

(4) MARFOR and Service challenges that must be identified including second and third order effects.

(5) For those requirements that cannot be sourced, factors preventing the Marine Corps from sourcing them, as well as associated institutional and operational risks if tasked to source by the JS.

c. In addition to sourcing solutions, AOs participate in scheduled working groups covering topics such as pre-deployment training, readiness, manpower, amphibious operations and training, aviation utilization and scheduling, test and evaluation, logistics, and other special topics as required. Some working groups are recurring while others address emerging operational issues. Recurring working groups include:

(1) <u>Aviation Combat Element (ACE) Working Group</u>. The ACE working group develops aviation sourcing solutions for units, MEUs, Unit Deployment Program (UDP) rotations and MAGTFs. The ACE working group coordinates and develops the sourcing plan for MARSOC events, Service and Joint-level Training and COMREL events. For each requirement, the working group focuses on aviation asset requirements within each Base Force List to determine what sourcing requirements must be met.

(a) MARFORCOM Aviation branch leads the ACE Working Group during the Force Synchronization Conference.

(b) Working group representatives include DC AVN, MARFORCOM Aviation branch, MARFORPAC Aviation Branch, MEFs, MCICOM, and other subordinate commands as required (i.e. TECOM, TTECG, MAWTS-1, EWTG-LANT/PAC, MAGTF-TC).

(c) MARFORCOM Aviation branch uses the Playbook and Slider programs and other subject matter expert knowledge to make sourcing recommendations. The working group captures second and third order effects of recommended sourcing solutions related to aviation training, inventory management, and aviation policy.

(d) Data used to develop and manage the holistic picture of Marine Corps aviation units is captured in an aviation specific Slider files. The MARFORCOM Aviation branch updates and maintains this file and forwards it to MARFORCOM Force Analysis branch to enter into Playbook.

(2) Logistics Combat Element (LCE) Working Group. The LCE working group develops sourcing solutions for logistics requirements for deploying MAGTFs and Marine Corps forces.

(a) MARFORCOM G-4 leads the LCE Working Group.

(b) Working group representatives include Deputy Commandant Installations and Logistics (DC I&L), Marine Corps Logistics Command (MCLC), the MARFORs, and Marine Logistics Groups (MLGs).

(c) The working group uses proposed manning documents provided by MARFORs and commanders to determine the scope and size of required support and sustainment.

(d) The LCE Working Group provides a holistic picture of LCE employment based on a 6-12 month snapshot of employed forces and required LCE capabilities.

(e) The working group relies on proposed manning documents and EDLs to develop sourcing solutions and identify shortfalls. The working group considers the size, deployment location, duration and type of mission in developing support and sustainment recommendations.

(f) MARFORCOM G4 uses the Playbook and Slider programs and other subject matter expert knowledge to determine sourcing solutions. Additionally, the working group captures second and third order effects of recommended sourcing solutions related to logistics training, inventory management, and logistics policy.

(3) Service Training Working Group. This group aligns Service-level training in support of force generation through scheduling, de-conflicting, and resourcing Operating Force participation at events such as Large Scale Exercise (LSE), Integrated Training Exercise (ITX), Mountain Exercise (MTNEx), Talon Exercise (TALONEX), Tactical MAGTF Integration Course (TMIC), and MARSOC RAVEN air support up to two years out.

(a) The MARFORCOM G3-5-7 Joint and Service Training branch leads the Service Training Working Group.

(b) The working group provides a forum for Fleet Marine Force (FMF) and Marine Corps TECOM discussion of exercise support issues ranging from personnel and logistic support to training content.

(c) The working group identifies emerging training issues which are forwarded to the FMS, potentially the EOS, or other appropriate venue as required.

(d) Participants include PP&O, I&L, Aviation Plans and Policies (APP), TECOM, MARFORCOM, Marine Corps Forces Pacific (MARFORPAC), MARFORRES, all MEFs, all Marine Air Wings (MAWs), all Marine Divisions (MARDIVs), some MLGs, and other major subordinate commands.

(4) Readiness Working Group. Per reference (ak) and pursuant to Title 10, United States Code, the Marine Corps reports readiness in order to meet Service and DoD reporting requirements. During the Force Synchronization Conference, this working group reviews readiness issues and trends and identifies impacts to force employment and generation. Readiness reporting further informs risk analysis and force allocation decisions. During the FSC, the Readiness Working Group:

(a) Integrates named operation and top priority plan METL development into force sourcing actions.

(b) Provides recommendations to DC PP&O regarding readiness/certification of operational forces allocated to satisfy validated requirements.

(c) Monitors the readiness of Marine Corps operating forces in collaboration with DC PP&O, DC M&RA, MARFORPAC, MARFORRES, MARSOC, and MAFORCYBER.

(d) In collaboration with DC PP&O, conducts unit readiness assessments (e.g. manpower, training, equipment) including anlaysis of Service capacity to execute current, emergent, and future requirements.

(5) Other working groups are scheduled at the discretion of conference organizers related to selected topics that require a collaborative setting and cross-Service discussion.

7. Force Synchronization Conference Out-brief. Upon conference conclusion, an out-brief is provided to Director Operations (DC PP&O), HQMC Directorates, SE organizations, and MARFOR/MEF G3s summarizing the accomplishments of the conference in preparation for the follow-on FMS.

a. Immediately following conclusion of the Force Synchronization Conference, MARFORCOM formally staffs (via naval message) recommended sourcing solutions to supporting and supported Marine Corps commands for official command endorsement. MARFORCOM collects and collates feedback, and develops final recommended sourcing solutions and submits them to PP&O for CMC approval via a proposed MCBUL 3120 message.

(1) During post-conference staffing, access to the USMC Force Synchronization Playbook is limited to "read only." Intent is to "freeze" all

sourcing recommendations in order to establish a common baseline across the Marine Corps in order to ascertain command feasibility and support.

(2) Upon receipt of command responses, MARFORCOM makes USMC Playbook adjustments as necessary and finalizes all changes. MARFORCOM develops a draft MCBUL 3120 and submits to CMC, via DC PP&O for review and approval.

(3) HQMC approves and releases the MCBUL 3120 message within 30 days post Force Synchronization Conference.

b. If sourcing solutions are not defined at the conclusion of the conference or during the adjudication process, MARFORCOM promulgates a FOS query to MARFORs, MEFs, and the SE as required. Any final staffing adjustments or FOS input is captured, collated, and presented to CMC, via DC PP&O in the form of a MCBUL 3120 modification.

c. MCBUL 3120 is the authoritative Marine Corps document used to direct/communicate GFMAP sourcing solutions to the Marine Corps and for submission to the FY baseline GFMAP. MARFORCOM, in concert with DC PP&O, submits GFMAP sourcing solution lines to the JS for SDOB presentation and SecDef approval. Once sourcing recommendations are approved, COMMARFORCOM, Commander Marine Corps Forces Pacific (COMMARFORPAC), or CMC, on behalf of the Secretary of the Navy, forms, organizes, trains, equips, and deploys forces in accordance with established CCDR Latest Arrival Date (LAD) or other applicable orders and directives. For more information on sourcing solution implementation and execution, see Chapter 5 of this enclosure.

Chapter 3

Processes for Sourcing Requirements

1. Purpose. This chapter explains how the Marine Corps sources various requirements. Requirements and associated sourcing solutions that must be processed through the JS and approved by SecDef include CCDR Operations, JIAs, Joint exercises, and Conventional Forces in Support of MARSOC. SAs, MAGTF Augmentation, Service Training, COMREL, T&E, and BISOG requirements do not require SecDef approval and are processed internally to the Marine Corps and approved via MCBUL 3120. BISOG requirements are also coordinated with the Chief of Naval Operations (OPNAV) staff and U.S. Fleet Forces Command (USFFC). Table 3-1 summarizes the types of force requirements and associated sourcing steps.

Req. Category	Req. Originator	Req. Validator	Sourcing Coordinator (Joint & Service)	Requirement & Sourcing Tracking Tools	Final Approval Authority
CCDR Operations	CCDR	JS J-35N	JS J-35S, DC PP&O, MARFORCOM	JCRM, LOGBOOK, USMC Force Synch PLAYBOOK GFMAP, MCBUL 3120	SecDef via SDOB
JIAs	CCDR	JS J-35N, JS J-1	JS J-35S, DC M&RA	FMTS/JMDs, MFC JIA USMC Force Synch PLAYBOOK, Manpower Requirements Tracking Module (MRTM), GFMAP	SecDef via SDOB
CCMD/Joint Exercises	CCDR	JS J-35S	MARFORCOM Joint & Service Training	JTIMS, USMC Force Synch PLAYBOOK MCBUL 3120	JS
SA	Marine Corps Commands & Organizations	DC PP&O, DC M&RA	DC M&RA, MARFORCOM	MSG TRAFFIC, MCFAPS	DC M&RA
MAGTF Augmentation	Fleet Marine Force	MARFORs, DC PP&O	DC M&RA, DC PP&O, MARFORCOM	USMC Force Synch Playbook	DC PP&O, M&RA
Service Training	Fleet Marine Force	DC PP&O	MARFORCOM Joint & Service Training	USMC Force Synch Playbook	DC PP&O
Conventional Forces ISO MARSOC	USSOCOM, MARSOC	DC PP&O	DC PP&O, MARFORCOM	JCRM, GFMAP, USMC Force Synch Playbook	SecDef via SDOB
COMREL	USMC Communication	DC PP&O	DC PP&O, MARFORCOM	MSG TRAFFIC, USMC Force Synch Playbook	DC PP&O

Table 3-1.--Requirements Sourcing Process Summary

Testing & Evaluation	MCWL, MCSC, MCOTEA	DC PP&O	MARFORCOM Joint & Service Training	USMC Force Synch Playbook	DC PP&O
BISOG	Fleet Marine Force	DC PP&O	MARFORCOM, USFFC, OPNAV	USMC Force Synch Playbook	DC PP&O
Other	Other Gov't Organiza-tions	DC PP&O, DC M&RA	DC PP&O, DC M&RA, MARFORCOM	USMC Force Synch Playbook	DC PP&O, DC M&RA

Table 3-1.--Requirements Sourcing Process Summary--(Continued)

2. Commandant of the Marine Corps (CMC) Force Synchronization Authority. The CMC directs and employs Marine Corps force synchronization to develop informed force allocation recommendations and/or decisions. The Force Synchronization process enables Service-wide coordination and alignments of force generation actions in support of Title 10 responsibilities to properly man, train, and equip nominated forces/units for forward deployment and employment. Force synchronization promotes a holistic approach by articulating supported CCDR requirements and then resourcing through identification, deconfliction, and scheduling of Marine Corps forces through the forming, training, and deployment life-cycle.

3. Sourcing Phases. Sourcing any requirement — whether CCDR or Service, annual or emergent — involves four phases:

    a. Requirement Identification. Involves determining the forces/capabilities required to carry out the mission or task. Requirements may be capabilities reflected as a standard unit, or reflected as a modified unit, reinforced or reduced in size, or an ad-hoc unit task organized to provide a specific capability. Identifying the specifics of a MAGTF requirement involves:

        (1) Designated MAGTF commander or OIC for each specified operation and subsequent rotations, reports for planning to the supported MARFOR.

        (2) During the report for planning process, the MAGTF commander or OIC coordinates with the supported MARFOR, conducts a PDSS if required, and develops the requirement based on capability sets and mission essential tasks (METs) identified by the supported MARFOR. This evaluation should include an estimation for casualty replacement requirements to include unit/capabilities and/or individual skills/experience needed based on the mission/location/weather/enemy threat, etc. Additionally, potential risk needs to be identified in the event rapid replacement is required.

        (3) MAGTF requirement development clearly identifies elements of the force and equipment list reflected as a standard capability by Table of Organization and Equipment (T/O&E), a portion of a T/O&E, or as a non-standard capability, delineated by a manning document and equipment density list. This includes establishing specific size and composition of the command element, standard and non-standard units (i.e., provisional and in lieu of forces). This request, if not already on an approved T/O or manning

document, will need to have a manning document created for Service-level approval prior to sourcing.

    b. <u>Requirement Submission and Validation</u>. Includes submitting force requests via authoritative channels and determining whether requests support established objectives. A critical step in requirement validation includes determining deployable force capacity to support a requirement. This includes analyzing operating force capacity to source and sustain validated requirements while capturing institutional risks (i.e., readiness, deployment to dwell limitations/ impacts, manning, equipping, etc.).

    c. <u>Sourcing Solution Development</u>. Involves conducting detailed analysis of inventory, commitment, institutional risks, and capacity to fulfill force requests and nomination of specified forces and capabilities to support given requirements. Sourcing solution development involves identifying the right force to meet a given requirement. Tasks and missions associated with a given requirement drive the type of force to be utilized. Types of forces used to source requirements include:

        (1) <u>Standard Forces</u>. A standard force is a mission ready, joint capable force with associated T/O&E to execute its core mission. A standard force can come from either the AC or RC. An example of a standard force is a USMC fighter squadron executing a mission per its METs.

        (2) <u>Joint Force/Capability</u>. Joint sourcing encompasses the Service providing a force/capability in place of another Service's core mission. As in standard force solution, the capability is performing its core mission.

        (3) <u>In Lieu Of (ILO)</u>. ILO sourcing is an overarching sourcing methodology that provides alternative force sourcing solutions when standard force sourcing options are not available. An ILO force/capability is a standard force including an associated T/O&E that is deployed/employed to execute missions and tasks outside its core competencies. An example of an ILO force is an artillery battalion taking on a military police mission.

        (4) <u>Ad Hoc</u>. Ad-hoc sourcing is the aggregation of individuals and equipment under a designated OIC to meet a validated GCC non-standard demand. Aggregated individuals will be formed, organized, equipped and trained to execute assigned tasks. The process of sourcing requirements using ad hoc forces is discussed in paragraphs 5i and 5j.

        (5) <u>Combat Replacement</u>. Sourcing is triggered by casualty and request for replacements; timeliness and visibility of reporting requirements are critical to force sourcing and sustainment.

            (a) Combat Replacement Requests. Casualty status reports reflect a listing of casualties incurred over a specified time period, by unit and casualty type. Combat replacement requests must include a commander's assessment of operational impact (classify assessment as needed) with requirements for prioritized, critical time-sensitive reporting deadlines. Requests should identify by name/MOS/last four digits of DoD Identification Number (DoD ID), formerly referred to as the Electronic Data Interchange Personal Identifier (EDIPI) of service members to be replaced. Additionally, billet grade, billet MOS, parent command and billet identification code/line number should be included. Requests provide the risk associated with degradation of operational capability if a combat replacement is not sourced. Requests should also include the commander's ability to cover gaps through

redistribution of manpower across the force. Finally combat replacement requests will provide the amount of time remaining in country for the affected unit before redeployment and include unit deployment dates. Combat replacements should be requested in sufficient time to allow them to be in country and operating for at least 30-days. Combat replacement requests require the forward deployed force to build a Force Requirement Number (FRN) to allow tracking of movement for replacement personnel within the Joint Operation Planning and Execution System (JOPES).

(b) Sourcing. Supported MARFORs review requests for replacements, validate ability or inability to source from within or provide risk documentation of gapping the requirement. If determined valid, the supported MARFOR will forward the request and risk assessment/justification via AMHS message to MARFORCOM and the designated lead MEF to identify a replacement (the requirement has already been approved by PP&O). In the event of an unresolved issues with validation or sourcing, MARFORCOM will coordinate with either PP&O/M&RA or Force Providers to develop a recommended way ahead.

(6) <u>Administrative Replacement</u>. Replacement of personnel due to unplanned issues such as family emergency, legal matters, medical conditions, etc. are governed by a process similar to combat replacements. Sourcing is triggered by a formal request; timelines, justification of requirement, and complete reporting guidance are key to sourcing administrative replacements.

(a) Administrative Replacement Requests. Administrative Replacement requests must include an assessment of operational impact with requirements (classify assessment as needed) for prioritized, critical time-sensitive reporting deadlines. Requests should identify the Marine to be replaced by name/MOS/last four digits of the Department of Defense Identification Number (DoD ID), formerly referred to as the Electronic Data Interchange Personal Identifier (EDIPI). Additionally, billet grade, billet MOS, parent command, and billet identification code/line number should be included. Requests will provide the risk associated with degradation of operational capability if a replacement is not sourced, and unit deployment dates, to include the amount of time remaining in country; i.e. approaching less than 30 days prior to re-deployment. The forward deployed force is required to build a Force Requirement Number (FRN) within the Joint Operation Planning and Execution System (JOPES) to track movement of replacement personnel.

(b) Sourcing. Supported MARFORs review requests for administrative replacements from allocated forces and validate ability or inability to source from within or provide risk documentation of gapping the requirement. If determined valid, the supported MARFOR will forward the request and risk assessment/justification via AMHS message to the designated lead MARFOR/MEF to identify a replacement (the requirement has already been approved by PP&O). In the event of an unresolved issue with validation or sourcing, MARFORCOM will coordinate with either PP&O/M&RA or Force Providers to develop a recommended way ahead.

(7) In addition to identifying the right forces for sourcing a requirement, AOs analyze risks associated with sourcing recommendations. Factors that inform risk analysis include sourcing priorities, binning guidance, sufficiency analysis, readiness status, deployment policies, and fiscal considerations. For more information about risk analysis, see

references (e) and (ll). For more information about resourcing considerations that inform risk analysis, see Chapter 8 of this enclosure.

    d. <u>Sourcing Solution Approval & Implementation</u>. Includes securing Service headquarters and SecDef approval of sourcing recommendations and release of orders/directives to deploy forces/capabilities, and formal transfer of forces from the supporting command to the supported CCDR for employment.

4. <u>Sourcing Process Roles and Responsibilities</u>. Roles and responsibilities, specific synchronization actions, timelines and tools used vary by requirement type.

    a. DC PP&O is the USMC Global Force Manager.

    b. COMMARFORCOM is designated by CMC as the Marine Corps coordinating authority for all force synchronization planning and execution.

    c. COMMARFORPAC, COMMARFORCOM, COMMARFORRES, Commander, MCICOM (COMMCICOM), and commanders in the SE are force providers.

    d. COMMARFORPAC has a dual role in the GFM/Force Synchronization process.

       (1) COMMARFORPAC is a force employer in support of tasks from Commander U.S. Indo-Pacific Command (INDOPACOM) as well as a force provider for requirements registered by other CCDRs. Requirements assigned by INDOPACOM are coordinated through the INDOPACOM chain of command, and the Service is kept informed.

       (2) Like other Regional MARFORs, COMMARFORPAC may have requirements that its assigned forces (I MEF and III MEF) cannot fulfill. Requirements assigned outside of the INDOPACOM chain of command (i.e., an external CCDR or Service requirement) are sourced and coordinated through the GFM and Force Synchronization process per this Order.

    e. Regional MARFORs, are force employers. Regional MARFORs support their respective CCDRs and advise PP&O of potential requirements for Marine Corps forces.

5. <u>Combatant Commander (CCDR)</u>. SecDef assigns forces to CCDRs so they can accomplish their missions and objectives. CCDRs may require additional resources beyond assigned forces to accomplish operational missions. This section defines how the Marine Corps sources CCDR conventional requirements.

    a. Conventional force requirements include CCDR requests for forward deployed MAGTFs such as the MEU, SPMAGTFs, task forces, detachments, and teams. CCDR operational requirements also include forces needed to support TSC activities that are not CCDR Joint exercises (e.g., mobile training teams, subject matter expert exchanges, and counter-drug training teams). The process for sourcing Joint and CCDR exercises is covered in paragraph 7.

    b. The Marine Corps force synchronization process is directly linked to the Joint GFM cycle detailed in Chapter 1 of this enclosure. The process begins approximately 18 months prior to the FY of focus. In any given FY, CCDRs, JS, Service components, and Services develop rotational requirements for FY+2. For example, FY20 requirements are developed and submitted during

FY18. The JS convenes the GFMB to determine ongoing and future demand and validates CCDR requirements.

c. Requirements identification begins when regional MARFORs and MARSOC identify anticipated requirements to DC PP&O prior to CCDRs submitting their annual requirements to the JS via force synchronization and FMS briefs.

(1) CCDRs submit annual requirements to JS J-35N electronically via the JCRM.

(2) JS-35N validates rotational force requirements, and forwards them to JS J-35S to coordinate sourcing.

d. MARFORCOM receives JS validated FY force requirements from JS via Logbook/JCRM. MARFORCOM Force Analysis branch, in coordination with HQMC, analyzes Service capacity to source requirements. MARFORCOM, determines if the requirement is a valid USMC competency, and ascertains capability relevance to the stated mission/task, determines availability and sustainability, and presents a recommendation to DC PP&O. After this initial analysis, the Marine Corps will concur, concur with comment, or non-concur to sourcing a given requirement.

e. If the Service concurs (or concurs with comment) to source a requirement, MARFORCOM enters requirements from JCRM into the USMC Force Synchronization Playbook. Playbook is a web-based tool that captures baseline requirements and allows MARFORs, MEFs and the SE to view global requirements, missions/tasks, and determine sourcing feasibility and associated risk if tasked to source. MARFORCOM maintains an updated working version of Playbook on the MARFORCOM G3-5-7 website (SIPR).

f. Once a requirement is registered in Playbook, MARFORCOM, in coordination with MARFORPAC, MARFORRES and the SE, develops UIC level sourcing solutions. During Force Synchronization Conferences, designated command representatives provide sourcing solutions in support of rotational force requirements. At the conclusion of the Force Synchronization Conference, unsourced requirements will be re-staffed using a FOS query to source and sustain unresolved requirements.

(1) MARFORCOM captures recommended force sourcing solutions in Playbook and formally staffs (via naval message) recommendations across the Marine Corps to identify associated risk and any divergent views of affected commanders. Upon conclusion of staffing actions, sourcing recommendations, risk assessments, and divergent views are presented to DC PP&O for final approval/disapproval.

(2) DC PP&O adjudicates divergent force sourcing solutions and approves final recommendations on behalf of the CMC for publication in the MCBUL 3120. DC M&RA adjudicates divergent individual sourcing solutions and approves final recommendations ICW with DC PP&O on behalf of CMC. The MCBUL contains USMC inputs to the GFMAP.

g. Upon CMC approval, MARFORCOM, on behalf of DC PP&O, forwards Marine Corps sourcing solutions via JCRM and DC M&RA forwards IA sourcing solutions via LOGBOOK to JS J-35S. The JS J-35S consolidates Service and CCDR responses and forwards final recommended sourcing solutions to the JS J-35N for input to the SDOB. During the SDOB, DC PP&O provides associated risk assessments and any divergent views to SecDef and JS for consideration. Upon adjudication

and consolidation of Service and CCDR input, SecDef approves a FY GFMAP and supporting annexes. The GFMAP is the SecDef EXORD for all allocated forces. The GFMAP directs the transfer of forces from supporting CCDRs and Military Departments, and attachment to supported CCDRs effective on the start date of the requirement.

h. COMMARFORCOM, COMMARFORPAC, or CMC on behalf of the Secretary of the Navy, deploys forces in accordance with the GFMAP or other applicable SecDef orders and directives. COMMARFORCOM and COMMARFORPAC will release applicable DEPORDs to subordinate commands. COMMARFORCOM, on behalf of CMC, issues DEPORDs for SE and USMCR forces/units/capabilities. Changes or adjustments to rotational force deployments are captured as modifications to the GFMAP throughout the year via the SDOB process.

i. When no other sourcing options exist, use of non-standard (Joint, in lieu of, or ad hoc) sourcing solutions can be submitted to DC PP&O for approval.

j. CCDRs may request forces/capabilities with ad hoc formations which could require sourcing as aggregated individuals as opposed to a force. When such a requirement is submitted for sourcing, the following steps should be followed:

(1) Upon receipt of a validated CCDR/Service requirement, containing an ad hoc spreadsheet detailing individual line numbers by grade and MOS, MARFORCOM requests, via JS J35S, additional information (not limited to mission essential tasks and concept of operations) to determine if a similar capability can be sourced to support.

(2) Based upon CCDR/Service response received, via JS J-35, MARFORCOM confirms that forces and/or capabilities exist within the Marine Corps and conducts force analysis to determine if either a USMC capability or aggregated individuals are able to meet that registered requirement.

(3) For requirements which can only be satisfied via non-standard sourcing (individuals), MARFORCOM in concert with M&RA, will conduct a Service-wide feasibility of support to determine capacity, risk, and impact.

(4) DC PP&O reviews the recommendation and coordinates with DC M&RA and/or DC I&L to determine approval.

(5) If approved, MARFORCOM, ICW DC PP&O or DC M&RA, develops a force or individual sourcing recommendation that supports and sustains the requirement.

(6) Concurrently, DC PP&O delineates priority of new requirements to assist force providers in assessing risk to sourcing, based upon capacity and sustainment of current requirements.

(7) Supporting MARFORs and designated commanders within the SE, assess the requirement and ability to source; if unable to source, a detailed risk assessment will be provided with each response, outlined in paragraph 9a.

(8) Once a recommended sourcing solution is developed, MARFORCOM staffs the recommendation to supporting commands, identifies associated risks and records divergent views prior to submitting to DC PP&O.

(9) DC PP&O adjudicates divergent views and approves final recommendations on behalf of CMC. DC M&RA adjudicates divergent views and recommends final sourcing recommendations related to individual or Service Augment (SA) to DC PP&O.

(10) Based upon the approved sourcing solution, DC PP&O and DC M&RA will coordinate the most appropriate method to track sourcing, utilizing either the MCFAPS or a DEPORD.

(11) DC PP&O designates the supported MARFOR responsible for attaching personnel, facilitating deployment and providing detailed reporting instructions, outlined in paragraphs 9f and 9h.

(12) The supported MARFOR will provide pertinent information critical to the RFF/Request for Capabilities (RFC) mission to providing command (i.e., force tracking number, threat levels, friendly forces, mission, concept of operations, concept of logistics, execution, Earliest Arrival Date (EAD)/LAD, duration of requirement, training and weapons required, reporting instructions, etc.).

(13) If Marine Corps Force Augmentation Processing System (MCFAPS) is utilized, the supported MARFOR will generate RTNs within MCFAPS, to include pertinent operational information.

(14) DC M&RA will task requirements approved for sourcing as individuals via MCFAPS and release tasks via General Service (GENSER) message in order to ensure high visibility and set deadlines for nominations and requirement report dates.

(15) DC PP&O and MARFORCOM will reconcile any modifications, changes, and deletions of RFF/RFCs and notify DC M&RA and supported MARFORs to cancel or modify tasks.

6. Joint Individual Augmentees (JIAs). JIA requirements are unfunded, temporary duty positions identified by a CCDR or other government agency while participating in President of the United States or SecDef-directed or approved operations. JIA requirements exclude permanent manning shortfalls and Joint exercise or training positions. Regional MARFORs coordinate with their respective CCDRs to shape JIA requirements and advise DC PP&O and DC M&RA of JIA demand.

a. If JIA requirements cannot be sourced from CCDR assigned forces or Service components, CCDRs submit a JMD detailing requirements to JS J-1. Regional MARFORs work closely with their CCDRs, HQMC and MARFORCOM to ensure early, supportable, and sustainable development of IA requirements.

(1) JMDs are entered into the FMTS. Data from FMTS is also entered in JCRM as well as several Marine Corps specific databases to register, track and source JIA positions.

(2) CCDRs review JMD requirements annually against the previous FY's GFMAP. Unchanged and previously validated JMD positions continue to be filled as ordered. Relief from filling JMD requirements must be coordinated through JS J-35S per policy set forth in reference (i).

b. JS J-35 submits validated CCDR JIA requirements to force provides via LOGBOOK to determine capacity to source for emergent, out of cycle

requirements. MARFORCOM, ICW DC M&RA MMIB, monitors LOGBOOK submissions and coordinates with JS J-35 as the Service representative to CCDR JIA billet reviews in order to assess feasibility of Service support to JMDs.

    (1) DC PP&O and DC M&RA determine Service concurrence to source JIA requirements. If the Marine Corps concur to source JIA requirements, MARFORCOM G-1, on behalf of DC PP&O and DC M&RA, coordinates with J-35S to convey Service approval to source JIA requirements via LOGBOOK.

    (2) MARFORCOM, in coordination with DC PP&O and DC M&RA, conducts analysis to assess risk to support validated CCDR JIA requirements.

    c. Once approved to source, MARFORCOM coordinates with other MARFORs and the SE to develop specific recommended sourcing solutions. MARFORCOM submits sourcing recommendations to DC M&RA MMFA Branch for review with final approval by DC PP&O on behalf of CMC.

    (1) MARFORCOM G-1 enters JIA requirements into the JIA Playbook, to track all Marine Corps assigned JIA requirements and associated sourcing recommendations.

    (2) DC M&RA MMIB tasks and publishes approved sourcing solutions via naval message and in MCFAPS once approved by SECDEF via SDOB.

    (3) Upon approval, supported MARFORS enter individual manpower requirements and supporting information into MCFAPS to track formal tasks DC M&RA directs, based on approved sourcing solutions.

    d. Each individual manpower billet in MCFAPS is identified by a unique six-digit RTN, which is used to monitor and track sourcing status. Information about a billet's rank, job description, duration, duty location and other administrative data is linked to the RTN.

    e. HQMC submits approved JIA sourcing solutions in FMTS for inclusion in the GFMAP. JIA sourcing solutions are approved by SecDef during the SDOB process.

7. <u>Combatant Command (CCMD)/Joint Exercises</u>. Joint Exercises are the principal means for CCMDs to maintain trained and ready forces, evaluate and exercise their contingency plans, support their theater campaign plan, and achieve joint and multinational (combined) training. CCMD sponsored exercises train to mission capability requirements described in the command Joint Mission Essential Task List as well as theater security cooperation requirements. CJCS and CCDRs sponsor collective training events to include Joint exercises in the National Exercise Program, the Chairman's Exercise Program, and the Joint Exercise Program (JEP) per reference (k); the Marine Corps primarily participates in Joint exercises through the JEP.

    a. Exercises nominated by CCDRs and approved by the JS J-7 are categorized and entered into the JTIMS.

    b. Exercise force requests are either annual (also referred to as standard) or emergent based upon how far in advance requests are submitted relative to exercise start date. Annual exercise requests are submitted one to three years in advance of event execution. Emergent exercise requests are those submitted less than 365 days prior to exercise start date. SecDef does not approve Joint exercise requirements. Exercise forces are not included in

the GFMAP. CCDRs register exercise requirements and force providers register recommended exercise sourcing solutions via JTIMS.

c. Each year, CCDRs nominate Joint training exercises for their Areas of Operation. The JS J-7 reviews CCMD's exercises. Some Joint exercises require a Significant Military Exercise Brief (SMEB) which involves Department of State review and approval due to host nation requirements, nature of the exercise and other strategic considerations. Disapproval of the SMEB will mean the exercise is re-scoped or cancelled; as such a SMEB requirement must be taken into consideration for exercise planning purposes.

d. Regional MARFORs support their respective CCMDs by (1) attending CCDR Exercise and Training Scheduling Conferences, and (2) providing advice on Marine Corps employment and capacity to support exercise and training events. All exercise force requests submitted in JTIMS will reflect collaboration between the CCMD and MARFOR. MARFORs also notify DC PP&O of anticipated exercise force requirements at quarterly Force Synchronization Conferences and weekly PP&O Secure VTCs.

(1) At the annual JS J-7 hosted De-confliction Conference, CCMDs and Services de-conflict the exercise schedule and Services evaluate capacity to support exercise requirements.

(2) Per reference (k), key milestones in the annual Joint exercise planning process include:

(a) October – December: CCDRs conduct exercise and training scheduling conferences.

(b) January – February. JS (OPR), CCMDs, and Services hold the Annual Schedule Review and Deconfliction Conference to review JTIMS force requests and associated shortfalls.

(c) April: JS, CCMDs and Services submit Program Budget Requests in support of CCDR Exercise Engagement (CE2) goals and objectives.

(d) August – September: JS, CCDRs and Services conduct the WJTC to resolve training issues and address resource requirements for the upcoming POM cycle. MARFORCOM and TECOM representatives attend WJTC on behalf of the Marine Corps.

e. CCMDs generate Joint exercise requirements because units or capabilities are either not resident in existing assigned or allocated forces, or forces are not available due to current force commitments. JS J-35S reviews exercise force requirements entered in JTIMS. Requirements are sent to a Service force provider for sourcing. The force provider determines feasibility of support and updates JTIMS with a recommended sourcing solution. The CCMD has final approval of the forces participating in the exercise.

(1) CCMDs submit exercise requirements directly to the JS J-35S, JS J-7, and JFPs via JTIMS. For conventional forces, the JS J-35S screens CCDRs requests for accuracy, completeness and timeliness prior to forwarding to Force Providers via JTIMS.

(2) Annual exercise requests should be entered in JTIMS one to three years in advance of event execution. Emergent exercise requests are submitted by the CCMD using record message traffic and JTIMS.

(3) Once CCMD exercise requirements are entered in JTIMS, the JS notifies force providers of sourcing requirements. MARFORCOM, in coordination with HQMC, MARFORPAC, MARFORRES, and the SE, reviews standard exercise force requirements during the Force Synchronization Conference.

(4) CCMD Joint exercise requirements registered in JTIMS are entered into Playbook. MARFORs may also transmit exercise requirements via A FOS to MARFORCOM for sourcing coordination in advance of, or concurrently with CCDR JTIMS submissions.

f. Exercise sourcing solutions are included in the MCBUL 3120 for CMC approval. Approved sourcing solutions are then entered into JTIMS. Once sourcing solutions have been accepted by the JS, a deployment order is issued by either MARFORCOM or MARFORPAC.

g. The planning cycle for an annual exercise can be as long as 18 months or as short as six months and may include a Concept Development Conference (CDC), an Initial Planning Conference (IPC), a Mid-Planning Conference (MPC) a PDSS, an intelligence scripting conference, a Master Scenario Event List (MSEL) conference, and a Final Planning Conference (FPC). Exercise requirements, funding sources, host nation stipulations, equipment requirements, and other exercise details are coordinated during these conferences.

(1) Identifying fiscal resources for exercise participation is a critical factor in exercise planning. Funding for exercises comes from a variety of sources. How funds can be used varies according to funding source and must be understood and followed to effectively and efficiently plan Marine Corps participation in exercises and maximize training opportunities and benefits.

(2) There are over a dozen funding sources for exercise participation. Generally, sources of funding and how they can be used are captured in the exercise requirement and promulgated during exercise planning conferences, as well as at the Marine Corps Force Synchronization Conference. Funding sources that Marine Corps AOs should be familiar with include:

(a) CE2 funds are managed by the JS J-7 and support CCMD exercise requirements. CE2 funds are distributed by the JS J-7 to each of the Services to support Service participation in CCDR exercises. For the Marine Corps, Deputy Commandant Programs and Resources (DC P&R) provides cognizance over CE2 fiscal policies and execution while COMMARFORCOM serves as the CE2 Program Manager. The CE2 account is an umbrella account and includes several sub-accounts such as the Joint Exercise Transportation Program (JETP) and Service Incremental Funding (SIF).

(b) JETP funds provide transportation funding to include airlift, sealift, port handling and inland transportation for JEP events.

(c) SIF are Operations and Maintenance (O&M) type funds that off-set Service costs incurred as a result of participating in designated CJCS exercises.

(d) Active Duty Operational Support (ADOS) funds allow Marine Corps Reserve personnel to augment short term administrative, operational, and exercise requirements that benefit the Reserve or AC. Categories of ADOS support and associated policies are described in reference (l).

(3) Funding sources can support various phases of exercise planning and execution. For example, some funds can be used to support exercise sourcing and pre-deployment training (i.e., SIF), while other funding sources can be used for movement to and from exercises venues (i.e., JETP). Still other funds can be used to pay for event execution and post-event activities. MARFORCOM Joint and Service Training (JST) Branch coordinates Marine Corps participation in Joint, Joint National Training Capability (JNTC), and in some cases Service level exercises and can provide additional information about funding sources. Chapter 8 of this enclosure includes a detailed list of exercise funding sources.

(4) AOs should consider limitations of funding sources when sourcing exercise requirements. Planners should consider whether exercise funding sources are permanent or have to be approved through annual authorization acts; whether funds have to be obligated within a particular time period; that appropriations are applied only for their specified purpose; and that the Service does not incur obligations in advance of appropriations. Funding sources and fund availability inform the scale and frequency of Marine Corps participation in CCDR and JS exercise programs.

h. <u>Joint National Training Capability (JNTC)/Service Exercises</u>. In addition to joint exercises, Marine forces participate in JNTC and Service events. These events promote force readiness, interoperability between Services and prepare the force for deployment. Service exercises are the bedrock of Service Training. Per reference (k), Service training (including USSOCOM) is based on joint and Service policy and doctrine. Interagency, intergovernmental, and multinational training may take place during or as part of Service or joint training. Service training includes basic, technical, operational, and interoperability training for both individuals and units in response to operational requirements.

(1) JNTC events are designed to promote interoperability between Services/USSOCOM. Each Service and USSOCOM has accredited JNTC programs. U.S. Marine Corps accredited programs are managed by TECOM. Examples of JNTC events include USMC MAGTF Training Command (MAGTF TC) LSE, the Army's National Training Center (NTC), the Air Force's Red Flag-Nellis and USSOCOM's Raven exercises.

(a) <u>Joint National Training Capability (JNTC) Force Request Overview</u>. A request is generated by a Service or USSOCOM to enhance the joint context of the Service/USSOCOM training environment. All JNTC exercise force requirements are entered into the Agreements List Database (JS J7 Access Database) and captured in JTIMS. JNTC exercise force requirements are managed by the JS J-7. For Marine programs, TECOM identifies force requests to be filled by other Services/USSOCOM and enters these into the Agreements List Database; MARFORCOM enters these in JTIMS. As for requests for Marines to participate in other Services/USSOCOM events, MARFORCOM enters these into the Playbook; MARFORCOM works the requests and updates the Playbook and other Services' JTIMS entries with sourcing solutions if available.

(b) <u>Joint National Training Capability (JNTC) Funding</u>. JNTC funding is available for travel and per diem for conferences and exercises

associated with JNTC accredited programs. This funding is linked to supportability. As a planning consideration, it is worth noting that, FY20 JNTC requirements were identified in June 2018 and sourcing solutions were identified by December 2018. TECOM manages the development and execution of the JNTC budget for USMC JNTC accredited programs.

(2) Service exercises include events such as BOLD ALLIGATOR and SSANGYONG, and support CMC's Title 10 responsibility to train the force to maintain maximum levels of operational readiness.

(a) Units forward Service exercise requirements up the chain of command to the MEF. MEFs notify HQMC via appropriate MARFOR (MARFORCOM or MARFORPAC) to review requests, de-conflict exercise requirements with operational priorities, coordinate sourcing, and record Service level training.

(b) Exercises taking place within the continental United States (CONUS) do not require a deployment order. Service exercises that take place outside CONUS (OCONUS) may require a deployment order. Forces participating in non-CCMD exercises OCONUS can be deployed by the Service as part of its Title 10 training authority.

8. <u>Service Augment (SA)</u>. An individual augment sourced internally within the Service to meet Service-specific requirements and tasks. It is a position established and validated under approved Service procedures for the purpose of satisfying a grouping of tasks, capable of being performed by one individual, for which no authorized position has been established in the unit's manning documents. The Service Augmentation Validation Board is the only venue in which a SA submission is reviewed and acted upon by DC M&RA.

a. Marine Corps organizations that require SAs must first assess their ability to source the requirement organically. If they cannot, Marine Corps organizations submit Service SAs requirements to DC PP&O and DC M&RA MMIB Branch. Requests should be registered using MCFAPS as well as official message traffic.

b. DC PP&O validates Service SA requirements and tasks DC M&RA and/or MARFORCOM to source. DC M&RA, in coordination with MARFORCOM G-1, identifies recommended sourcing solution and tasks the associated force provider to provide the SAs.

c. DC M&RA screens SA identified to fill requirements for initial mobilization (for Reserves) and billet qualifications (applies to both AC and RC Marines). When filling SA requirements, AOs should consider CMC staffing prioritization guidance, operational priorities, budgetary, and legal parameters that may impact IA sourcing. SA screening criteria are established in references (i), (j), (l), and (m).

d. SA names are entered into MCFAPS for placement onto the ASN List (if RC) for activation. Tasked force providers rotate and replace SAs in accordance with Service policy as required.

9. <u>Marine Air Ground Task Force (MAGTF) Augmentation</u>. This category of requirements is either previously approved requests for forces or capabilities that exceed the capacity of the designated force provider or requests for additional Marine Corps forces or capabilities not previously identified during planning and not resident within the original task organized forces.

MAGTF augmentation does not typically require SecDef approval; however, if MAGTF augmentation requires "unit" sourcing at the UIC level, or sourcing is from USINDOPACOM assigned forces, SDOB actions are required. If MAGTF augmentation is for a capability below the UIC level, internal Marine Corps sourcing should be considered, providing no subsequent rotational requirements are affected.

    a. Previously validated and approved requirements are submitted via the parent chain of command and include risk assessments detailing:

        (1) Gaining command risk to operational mission if requirements are not sourced.

        (2) Risk assessment to force generation mission if requirements are sourced.

        (3) Number of personnel on hand and deployed that match requirement skill set/grade.

        (4) Projected losses (EAS, PCS, Retirement, etc.).

        (5) Projected gains (inbounds).

        (6) Number of personnel in dwell, medical hold, legal hold, etc.

        (7) Reserve Individual Mobilization Augmentee (IMA) risk assessment (active duty operational support funding available, qualified personnel available, etc.).

        (8) Number of activated reservists and civilians with equivalent skills/grade.

    b. Additional forces or capabilities require validation from the supported MARFOR and sourcing approval from DC PP&O (forces) and DC M&RA (IAs).

        (1) MEF commanders identify additional requirements to their supported MARFOR commander using naval message traffic, justifying unforeseen changes to the mission and/or risk analysis. Supported MARFORs review requirements to determine validation.

        (2) Supported MARFORs either request additional information in coordination with the designated MAGTF CDR or validate the requirement.

        (3) If supported MARFORs and the designated force provider are unable to source the requirement organically, the augmentation requirement is submitted via naval message traffic to DC PP&O for approval.

        (4) Designated force provider should be prepared to provide risk assessment outlined in paragraph 9a above.

    c. DC PP&O directs MARFORCOM, in concert with M&RA, to determine MAGTF augmentation feasibility and development of sourcing recommendations.

    d. If MAGTF augmentation can be satisfied by a unit/detachment, MARFORCOM submits sourcing recommendation to DC PP&O. If augmentation

requires an individual solution, DC M&RA will provide capacity assessment to DC PP&O.

e. If a force/det is identified as sourcing method, DC PP&O reviews sourcing recommendations and tasks a designated MARFOR to execute the requirement. If individual sourcing is identified as the sourcing method, DC PP&O will forward the requirement to DC M&RA to review sourcing and task to a designated command.

f. The gaining command is required to develop and submit detailed reporting instructions to include:

(1) Report date.

(2) Tour length (deployment, training, pre/post deployment travel, processing, etc.).

(3) Gear list.

(4) Availability/Assignment of Government messing/lodging.

(5) Funding/Government Travel Charge Card requirements.

(6) Security clearance requirements.

(7) Billet/capability information.

(8) Weapon requirements.

(9) Passport requirements.

(10) SRB/OQR/Medical/Dental record requirements.

(11) Area clearance requirements.

(12) Rental car/transportation requirements.

(13) Command point of contact name/contact information.

g. Shortfall IAs are considered MAGTF Augmentation and fall into this category. Commands requesting Shortfall IAs as part of a contingency will submit to DC PP&O (POC) and info DC M&RA (MMIB-2) in the prescribed format containing all the requisite information. DC PP&O will review, validate, approve and prioritize (via a tiering system) the Shortfall IAs to identify their mission criticality and priority in which replacement is required. A tiering system based on timing, location, mission and priority would be established whereby a Tier #1 validated shortfall requirements would be required within 0-30 days, Tier #2 will be 31-60 days, Tier #3 would be 61+ days. Those assigned as Tier #4 could not be validated or will receive the lowest sourcing priority for a backfill. Upon approval, DC PP&O would then task DC M&RA to develop Total Force global sourcing solutions. DC PP&O will provide sample templates in which to request these Shortfall IA requirements under SEPCOR.

h. Garrison-based Capabilities. If a garrison-based capability is identified as the sourcing method, the supported commander should ensure that supporting commanders understand the assistance required.

(1) The supported command is required to submit detailed liaison and communication instructions to the supporting force, to include:

(a) The purpose of the support relationship, the effects desired, the objectives, and the scope of the action to be taken.

(b) Time, level, and duration of the supporting effort with support start/end dates.

(c) Priority of the supporting effort.

(d) Degree of authority granted to the supported commander over the supporting effort.

(e) Garrison-based capabilities should be read into the current enemy situation, joint intelligence preparation of the operational environment, intelligence collection plan and ISR strategy in order to provide effective support.

(f) Security clearance requirements.

(g) Billets/certifications/capability information and requirements.

(h) Battle rhythm/operational SOP requirements.

(i) Communication architectures/requirements/pathways.

(2) Garrison-based capabilities identified as sourcing solutions can include Service capabilities resident in the Supporting Establishment, functional combatant command assigned, geographic combatant command assigned forces, and Service-retained forces. The supporting commander will advise and coordinate with the supported commander on matters concerning the employment and limitations of support, and ensure support requirements are appropriately communicated within the supporting commander's organization.

10. <u>Service Training</u>. This category of requirements involves the identification, de-confliction, prioritization and scheduling of Service-level pre-deployment training program (PTP) events (those under the cognizance of TECOM) to prepare Marine Corps Fleet Marine Forces for deployment. This includes tailoring training to maintain proficiency in core MET, building competency in core-plus METs, and achieving overall readiness to execute assigned missions and tasks per reference (a).

a. Once a unit has been identified as part of a sourcing solution, it will review its mission and the training required to prepare to execute that mission using METs (core or core-plus). Certain training events are conducted at specified Service venues and must be coordinated to ensure efficient resource management and effective PTP.

b. Service training requirements are identified and scheduled in parallel with sourcing solution development during the Force Synchronization Conference. The Service Training Working Group (see Chapter 2 of this enclosure) meets during the Force Synchronization Conference, reviews, schedules, and de-conflicts unit training requests based on mission analysis,

operational priorities and venue capacity. Training requests supporting emergent requirements are processed as they arise.

    c. Units, via the chain of command, submit training requests to MARFORCOM and TECOM via official message traffic. At the Force Synchronization Conference, TECOM, MARFORCOM, and MARFORPAC, in coordination with MEF and major subordinate command representatives review Service level training requirements and develop training schedules. Training schedules are published in a coordinated MARFORCOM/MARFORPAC/TECOM message. As training schedules change to reflect new requirements, modifications are issued via message traffic.

        (1) Once the Service training message is released, units may issue TAD or DEPORDs to execute training events.

        (2) Service training events are not generally published as part of the MCBUL 3120. MARFORCOM, on behalf of TECOM, maintains, tracks, and updates Service training requests and schedules between Force Synchronization Conferences.

    d. Training requirements are not reflected in RFFs. Training schedules are developed based on LAD requirements. Reference (a) outlines planning factors and timelines units need to consider when developing training requests. Training venue scheduling can impact force capacity and availability and training requirements should be considered when sourcing solutions are developed.

11. Conventional Forces in Support of U.S. Marine Corps Forces, Special Operations Command (MARSOC). As a functional CCMD, USSOCOM may request conventional forces to meet assigned missions and tasks. MARSOC and USSOCOM normally follow the process for requesting forces outlined in paragraphs 6 and 8.

12. Community Relations (COMREL). This category of requirements supports community outreach, recruiting, and legislative events including Fleet Weeks and Marine Corps participation in air shows, equipment demonstrations, and festivals. Marine Corps Public Affairs maintains an annual calendar of registered and approved COMREL events and associated requirements.

    a. In general, local commanders have approval authority to designate and support primary interest events per reference (n). Public events that are national or international in scope will be coordinated with the appropriate chain of command and include Headquarters Marine Corps, Communications Directorate (CD) and other designated Marine Corps organizations as appropriate.

    b. The CD maintains a web-based calendar of COMREL requests and commitments. COMREL requests are sub-divided by whether events require ceremonial, musical, aviation (static or aerial), ground, installation, or outreach support per reference (o).

    c. CD reviews COMREL requests. Marine Corps units can volunteer to fulfill a COMREL request through their chain of command. In the case of national or international COMREL events or if no units volunteer to fulfill a COMREL requirement, OUSMCC will coordinate with DC PP&O to FOS MARFORCOM, MARFORPAC or MARFORRES to support. COMREL requirements are considered in the context of operational priorities and requirements.

d. There are currently five annually recurring significant COMREL events that fall under the direct cognizance of CD. These include Marine Week, Fleet Week New York, Joint Service Open House, Torrance Armed Forces Day, and the Armed Forces Bowl. These events are formally sourced through the Force Synchronization process and are tracked within Playbook and in the MCBUL 3120. Other events (such as local participation in parades, festivals) may be tracked on a unit's TEEP, but are not entered in Playbook or included in the MCBUL 3120 message.

e. CD sends COMREL requirements via naval message to DC PP&O. PP&O will direct MARFORCOM to coordinate a FOS with MARFORPAC and MARFORRES. The preferred venue for coordination of COMREL support is the Force Synchronization Conference. COMREL events requiring aviation support will be sourced according to policy set forth in reference (n). Additionally, events requiring AV-8 and MV-22 support must be approved by the Harrier and Osprey Board which includes representatives from DIV PA, DC AVN, Marine Corps Recruiting Command (MCRC), the Office of Legislative Affairs (OLA), MARFORCOM and MARFORPAC. The Assistant Commandant of the Marine Corps approves all AV-8 and MV-22 participation in COMREL events.

f. MARFORCOM provides DC PP&O with a recommended sourcing solution as part of the MCBUL 3120 (for the five named events). DC PP&O approval of MCBUL 3120 serves as the directive for support. Other COMREL support coordination is the responsibility of DIV PA.

13. <u>Test & Evaluations (T&E)</u>. The Commandant of the Marine Corps has charged Marine leaders to train, organize and equip the Marine Corps for the future fight. Test, Evaluation, Experimentation and Wargame (TEEWG) events are important precursors to future warfighting success. Each TEEWG event is based on strategic leader guidance and approved strategic concepts. Test and evaluation events validate the development of future capabilities; experimentation and wargaming inform future capability development. Future force capability development requires operational force participation in various user evaluations, technical assessments, concepts-based experiments and new technology working groups to ensure development of the "right things" for the warfighter. Successful TEEWG programs balance the importance of testing and evaluating innovative warfighting capabilities with the institutional risk of placing increased stress on an already task-saturated Fleet Marine Forces.

a. The Marine Corps TEEWG community includes the Marine Corps Warfighting Lab (MCWL), the Marine Corps Operational Test And Evaluation Activity (MCOTEA), Marine Corps Systems Command (MCSC) And Program Executive Office Land Systems (PEO-LS).

b. The purpose of the TEEWG Working Group is to improve and promulgate processes, tools and business rules that ensure TEEWG programs and efforts are prioritized and supported by the Total Force. This will be accomplished by maintaining full visibility on current and forecasted TEEWG requirements in relation to the total requirements levied against the service, with particular focus on stress to the Fleet Marine Forces. This will facilitate informed sourcing decisions by planners and leaders that will resource TEEWG programs and efforts appropriately while reducing stress to the Fleet Marine Forces by leveraging the supporting establishment and HQMC and supporting activities (i.e., the Total Force).

c. <u>TEEWG Decision Support Tools</u>. The primary tools used to establish and support TEEWG requirements are the TEEWG event tracking spreadsheet, FOS messages, USMC Playbook, TEEWG monthly tele-conference, and the Force Synchronization Conference.

(1) <u>Test, Evaluation, Experimentation and Wargame (TEEWG) Event Tracking Spreadsheet</u>

(a) The TEEWG event tracking spreadsheet is an unclassified tool containing a detailed listing of TEEWG events being planned and executed. The event tracking spreadsheet is maintained by the TEEWG cell of MARFORCOM'S G-3/5/7. It is used by planners across the service to forecast TEEWG requirements and identify potential sourcing solutions or conflicts. This tool complements the USMC force synchronization playbook by providing visibility of events not yet mature enough to be validated and entered into the USMC force synchronization playbook.

(b) The TEEWG event tracking spreadsheet is a living document and changes continually due to the fluid TEEWG operating environment. Events are annotated on the TEEWG event tracking spreadsheet for situational awareness only. Data entered into the TEEWG event tracking spreadsheet does not constitute official tasking. Only upon receipt of a FOS in naval message format from the requesting TEEWG organization to MARFORCOM, MARFORPAC, MARFORRES, TECOM, or MCICOM via the automated message handling system (AMHS) will the requested event support be captured in the TEEWG tabs of the USMC force synchronization playbook.

(2) <u>Feasibility of Support (FOS) Message</u>

(a) The FOS message is required for all TEEWG events (regardless of size or composition) IOT formalize the sourcing process. TEEWG FOS message will provide as much detail as is known about the event and the support required at the time of issuance; providing sufficient information for force provider planners and decision makers to assess supportability.

(b) For TEEWG events that require units of less than 12 personnel, the requesting TEEWG organization shall submit a FOS message to a force provider for support (manpower and resources) a minimum of 90 days (d-90) prior to the start of the TEEWG event via AMHS. Force providers will have a maximum of 30 days once the FOS is received iot properly evaluate and respond to a TEEWG FOS via AMHS. This will allow 60 days for event coordination and planning.

(c) For TEEWG events that require cohesive unit(s), det(s), or capabilities in excess of 13 personnel, the requesting TEEWG organization shall submit a FOS message to a force provider for support (manpower and resources) a minimum of 150 days (d-150) prior to the start of the TEEWG event via AMHS.

(d) TEEWG organizations are highly encouraged to release a FOS at the earliest opportunity; once all OPFOR requirements are known IAW para 5.b.

(3) <u>USMC Force Synchronization Playbook</u>

(a) The USMC Playbook provides a listing of TEEWG events being sourced each fiscal year. MARFORCOM G3-5-7 maintains the USMC force synchronization playbook on its SIPR webpage

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(www.usmcplaybook.marforcom.usmc.smil.mil) for the purposes of affording the longest practical planning horizon and visibility to all stakeholders. Upon receipt of a TEEWG FOS via AMHS, the MARFORCOM G3-5-7 POC will register and maintain updates to the event in Playbook. The upload of events into Playbook does not guarantee support nor constitute tasking. MCWL, MCOTEA, and MARCORSYSCOM POC'S will retain administrative permissions iot monitor and registered TEEWG events.

        (4) Test, Evaluation, Experimentation and Wargame (TEEWG) Monthly Tele-Conference

            (a) On a monthly basis, MARFORCOM TEEWG cell will conduct a TEEWG working group via tele-conference. During the tele-conference all FOSED TEEWG events identified on the TEEWG event tracking spreadsheet will be presented.

            (b) TEEWG events that cannot reach a supportable sourcing solution during the monthly TEEWG tele-conference will be presented at the quarterly Force Synchronization Conference for resolution. TEEWG events forecasted on the TEEWG events tracking spreadsheet will be presented on a case-by-case basis.

        (5) USMC Force Synchronization Conference - Test, Evaluation, Experimentation and Wargame (TEEWG) Working Group

            (a) MARFORCOM TEEWG cell will conduct a TEEWG working group Briefing during the main plenary session. Events to be presented at the quarterly Force Synchronization Conference will be determined during the TEEWG monthly tele-conference.

            (b) Upon completion of the Force Synchronization Conference, The organization being FOSed still has a requirement to provide Official estimates of supportability to MARFORCOM via the chain of command in AMHS. Events not resolved during the FSC will be captured in the FSC validation message for force providers to respond with sourcing solutions and/or alternate course(s) of action.

    d. Force Provider Support Selection

        (1) Selecting which force provider shall be determined by Considering the following:

        (2) Geographical proximity to TEEWG execution site.

        (3) Commander, Marine Forces Pacific (COMMARFORPAC): West coast areas include; Miramar, CAMPEN, 29 Palms, Bridgeport, Yuma, Okinawa, Japan, Hawaii and Guam.

        (4) Commander, Marine Forces Command (COMMARFORCOM): East coast areas include; Norfolk, CAMLEJ, Cherry Point, Norfolk, and Beaufort.

        (5) Commander, Installations Command (COMMCICOM): All regions, bases, and stations.

        (6) Training and Education Command (TECOM): National Capital Region (Quantico, Washington DC), support organizations (schools, SOI, MCRD, Weapons Training Battalion, MAGTF-TC (WTI-MWTC-ITX/LSE, etc.)

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(7) <u>Commander, Marine Forces Reserve (COMMARFORRES)</u>: Reserve forces may be considered for TEEWG event support, when the event is in close proximity to reserve training center site locations. Funding for reserve personnel (pay/allowance and travel/per diem) is required. However, in very limited cases (if determined feasible) may be funded by COMMARFORRES.

(8) <u>Marine Forces Cyber Command (MARFORCYBER)</u>: Events that require integrating cyberspace Operational capabilities to include cyberspace equipment, LD/HD Cyberspace personnel, and Marine Corps Network Operations and Security Center (MCNOSC) shall be directed to MARFORCYBER.

(9) <u>Deployed forces</u>: Events that require forces deployed iso combat operations; shall be specifically addressed at the quarterly Force Synchronization Conference for sourcing solutions. These events may require selective sourcing based on rotation of forces during the event.

(10) <u>Low-density/high demand (LD/HD)</u>: TEEWG organizations shall minimize requests for LD/HD platforms, grades and MOS to the max extent possible. The TEEWG organization should provide impact statement if requirements are unable to be sourced.

e. <u>Emergent Requirements</u>. Emergent requirements are generally short notice and require attention/solutions prior to the next scheduled FSC or are within the defined FOS submission timeline. Initiatives or equipment testing directly related to an Urgent Universal Needs Statement (UUNS) shall be given the appropriate level of prioritization for sourcing.

14. <u>Blue In Support Of Green (BISOG)</u>. This category of requirements includes requests for Navy personnel to support Marine Corps operations. This normally includes requests for medical, dental, or chaplain, personnel in support of deploying Marine Corps units. BISOG requirements are coordinated with OPNAV and USFFC.

a. Units tasked to support rotational or emergent requirements, review BISOG requirements and identify shortfalls. Shortfalls are submitted via message traffic via chain of command. If shortfalls cannot be sourced at the MEF or MARFOR level, BISOG requirements are forwarded to DC PP&O for approval for global sourcing.

b. Per reference (p) all BISOG requests will:

(1) Include the acronym BISOG as the first word in the subject line.

(2) Include MARFORCOM in messages at or above the MARFOR level.

c. BISOG requirements fall into one of four categories. AOs need to be cognizant of what kind of BISOG support to request.

(1) <u>Navy Medicine Augmentation Program (NMAP)</u>. NMAP billets must exist on a unit's table of organization (T/O) or have the ability to be borrowed from another unit's T/O. NMAP billets are for contingency purposes only and are not meant to be used as part of remain behind elements or non-operational purposes. NMAP requests are for medical support to the FMF. Naval medical personnel assigned to Medical Treatment Facilities or commands are concurrently mapped to an operational platform as components of NMAP. NMAP personnel assigned to the Marine Corps by T/O are employed to support

contingency operations. In order to maintain military readiness, NMAP personnel can be required by their assigned platform to participate in exercise and unit training.

(2) <u>Individual Augments</u>. BISOG SA requirements support needs above and beyond approved T/O structure or for specialties that do not exist as HSAP billets.

(3) <u>Temporary Additional Duty (TAD)</u>. TAD requests are for personnel needed for a period of less than 180 days for non-deployment purposes such as exercises, surge processing support, DoD defense support of civil authorities (DSCA) or humanitarian assistance/disaster relief (HA/DR) missions.

(4) <u>Program 9 Reserve Component (RC)</u>. Program 9 Navy RC personnel that are specifically assigned to billets that support Marine Corps AC/RC forces. The Marine Corps typically uses this program to request Reserve corpsman support for Marine Corps Reserve units.

d. DC PP&O approves BISOG requirements. MARFORCOM, as the Service GFM coordinator, monitors and tracks BISOG requests.

(1) AC BISOG requirements must be submitted no later than 135 days prior to deployment or event commencement. RC BISOG requirements must be submitted no later than 270 days in order to ensure the Marine Corps and Navy can provide deployment notification 180 days prior to mobilization per references (p) and (q).

(2) BISOG requirements must be submitted via Navy Marine Corps Mobilization Processing System (NMCMPS). AMHS is an alternate source for sourcing Navy Augmentation Requirements in lieu of NMCMPS until all MARFORs ae properly trained on NMCMPS.

(3) Emergent BISOG requirements must include detailed justification, including funding data and mission identification, for the requirement. A GO letter of justification may also be required.

e. Units may not deploy Navy personnel who are not organically assigned to Marine Corps units unless they have been properly requested and validated through the BISOG process and are in receipt of deployment orders from the Navy Personnel Command.

(1) In accordance with reference (x), on behalf of PP&O, MARFORCOM endorses and approves BISOG requirements. MARFORCOM submits BISOG requirements to OPNAV N0931D with concurrent staffing between Marine Corps Forces Command and USFFC to determine the sourcing solution.

(2) For NMAP requirements, on behalf of PP&O MARFORCOM validates and approves the requests from NMCMPS and forward endorses requirement to OPNAV N0931D. OPNAV N0931D endorses and submits to the Bureau of Medicine and Surgery (BUMED) to source the requirements. USFFC receives submission in NMCMPS and populates into Navy IA Portal. From IA Portal BUPERS issues orders to assigned augment via BUPERS on-line (BOL) and copies MARFOR/GFC via AMHS. TAD/TDY, SA and Naval Reserve BISOG requirements follow a sourcing process similar to NMAP requirements. Reserve sourcing is coordinated between USFFC and Naval Forces Reserve. TAD/TDY and SA sourcing is coordinated by OPNAV and Navy Personnel Command per reference (p).

15. Other Requirements. This category of requirements includes Marine Corps participation in sister Service Exercises, Marine Corps support to U.S. Government interagency organizations, or any other type of requirement. Examples of non-standard sourcing requirements include:

    a. Contingency Sourcing. Each CCDR has a series of OPLANs and CONPLANS that identify specific sized forces and capabilities required to execute the missions/tasks outlined in the plan concept of operations (CONOPS). Force Deployment, Planning and Execution (FDP&E) AOs, in conjunction with USMC force providers, are responsible for plans review and sourcing development when required. Periodically the JS is tasked by SecDef to conduct a Joint Combat Capabilities Assessment to identify sourcing recommendations, shortfalls, and associated risks for a designated plan, per a specified date. This tasking is similar to a rehearsal process through which Services review capabilities required to support an OPLAN or CONPLAN.

        (1) JS J-7 manages the OPLAN/CONPLAN review process. CCDRs identify candidate plans for review, which routinely take place on a 6-12 month cycle.

        (2) The JS J-7 presents an annual OPLAN/CONPLAN review matrix during the GFMB for JS J-3 and Director, JS approval. Once approved, JS notifies CCDRS and force providers via LOGBOOK and naval message which plans are to be reviewed, when reviews occur, and a Plan of Action and Milestones (POA&M) outlining plan review guidance, JOPES Plan Identification, constraints and restraints applicable to that specific or bundled plan. USMC force providers and supported MARFOR FDP&E personnel receive sourcing recommendations and develop Time Phased Force Deployment Data (TPFDD) sourcing and identify acceptance of risk/impacts, or present an official non-concur to the JS. All non-concurs will result in additive staffing actions across the Joint planning and execution community.

        (3) Once TPFDD plans are approved, USMC force providers and supported MARFORS develop sourcing recommendations. Recommended sourcing solutions are staffed to DC PP&O (PL) for approval. A final sourcing recommendation and associated TPFDD is then provided to JS J-35S for review and adjudication (as required). Forces are not deployed because contingency sourcing is for planning purposes only. Contingency sourcing efforts may be briefed during the Force Synchronization Conference, but sourcing solutions are not included in Playbook or the MCBUL 3120 message.

    b. Inter-Service Sourcing Agreements. In some cases, the Marine Corps has agreed to provide forces in support of sister Service missions that are provided outside the traditional force allocation process, but effect force availability and overall force synchronization efforts. Two such examples are the CMC and CNO agreements to provide Marine Corps squadrons in support of TAI, and the Marine Corps support of the Navy's refuel/defuel mission.

    c. Equipment Only Sourcing. When a unit needs to globally source equipment:

        (1) The supported MARFOR develops an EDL in coordination with the supporting unit.

        (2) The supported MARFOR validates the EDL and identifies any shortfalls via official naval message traffic to DC PP&O and Deputy Commandant Installations and Logistics (DC I&L (LPO)).

        (3) Once HQMC approves the EDL, a FOS query is sent to the OPFOR and
the SE via official message traffic to source the shortfalls. Once FOS
responses have been reviewed, HQMC determines the optimal sourcing solution
and task OPFOR or SE to provide equipment. MARFORCOM G4 tracks the movement
of equipment on behalf of I&L.

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Chapter 4

Feasibility of Support (FOS)

1. Purpose. Chapter 4 explains how the Marine Corps uses FOS queries to
support GFM processes.

2. Feasibility of Support (FOS) Definition. A FOS is a query process AOs use
to determine capacity, availability, readiness, and commitment of Marine Corps
forces and/or capabilities. AOs use FOS queries to staff CCDR or Service
requirements either for individuals or forces to develop sourcing
recommendations for requirements described in Chapter 3 of this enclosure. It
should be noted that the primary forum for FOS generation should be the Force
Synchronization Conference. FOS utilization outside the FSC should only
occur by exception. Copies of FOS queries should be archived in Playbook in
order to accurately track sourcing updates and maintain traceability of
sourcing decisions and changes.

3. Feasibility of Support (FOS) Generation. Any Marine Corps command can
generate a FOS, typically transmitted via official naval message traffic
through their chain of command and is a means to gather information to inform
leadership decisions. A FOS may be used throughout the force synchronization
process, but is primarily employed outside of the Force Synchronization
Conference to convey out of cycle requirements from supported commanders. A
FOS query provides a means for supported commanders to identify additive
capabilities, supports force analysis, and initiates sourcing solution
development. A FOS may be generated and employed at any point in the Force
Synchronization process the timing and type of requirement determines where
in the Force Synchronization process a FOS is released and by whom.

4. Anticipatory Feasibility of Support (FOS). A regional MARFOR may submit a
FOS to DC PP&O ahead of CCDR requirements in order to ascertain Marine Corps
core positions on resourcing emergent requirements, determine capacity and/or
availability of specified capabilities, or provide advance warning on theater
changes impacting USMC deployed capabilities. This allows Service leadership
decision space to assess institutional capacity to source, determine USMC
global resourcing risk/impacts, and/or provide the Service time to develop
alternative sourcing recommendations.

5. Standard Feasibility of Support (FOS). AOs typically use a FOS to amplify
or refine proposed sourcing solutions. For example, once HQMC and the
MARFORCOM Force Analysis branch determine the Marine Corps will concur to
source a given requirement, supported MARFORs, Force Providers, HQMC Deputy
Commandants and Directorates will conduct feasibility analysis via Service
FOS process. Additionally, during the Force Synchronization Conference, a
final sourcing solution may not be identified for all registered and
validated requirements. Post conference, MARFORCOM, promulgates a FOS to
Marine Corps force providers requesting additional or more detailed
information regarding capacity, availability, and readiness to support a given
requirement. MARFORCOM develops and finalizes sourcing recommendations based
on FOS responses.

6. Feasibility of Support (FOS) Authority. A FOS is not a directive
document or order. Until a sourcing solution is finalized and approved by
the SecDef and an EXORD and a DEPORD are issued, several FOS queries may be
promulgated, especially as operational and security environments continue to
evolve (deployment dates, capabilities required, etc.), or sourcing solutions

4-1   Enclosure (2)

are refined. FOS staffing is a fluid process and involves formal (naval message traffic) as well as informal communications (e-mail, phone calls, etc.). Agreements, or information exchanged during FOS staffing actions are coordinating actions. The sourcing solution is finalized only after it is codified in an EXORD/DEPORD or other directive document which compels deployment action.

7. <u>Feasibility of Support (FOS) Format</u>. A FOS message should be as detailed as possible to enable efficient and effective staffing. Information elements of a FOS include:

    a. Cite any appropriate authorities that serve as the basis for the requirement in the reference section of the message (WARNORD, PLANORD, TASKORD or EXORD message traffic).

    b. <u>Situation</u>. Explain the background or context of the requirement. Cite applicable Force Tracking Number if registered in JCRM.

    c. Requirement information (personnel, equipment, mission, duration and timing of deployment, etc.).

    d. CONOPS.

    e. Mission and tasks.

    f. Force requirements (MAGTF/unit/Det capability, size, composition, command relationships).

    g. Force flow and laydown (force sequencing (i.e., Advanced Echelon, Main body, etc.), A/SPOD, RSOI, facility availability (i.e., office, billeting, mess, maintenance, aviation, etc.).

    h. Funding requirements/information/responsibilities.

    i. Weapons requirements.

    j. Status Agreements (Status of Forces Agreements/DIPNOTES).

    k. Clearance, Passport and visa requirements.

    l. When the FOS is due to a requesting Marine Corps organization per guidelines for review and response.

Chapter 5

Force Deployment, Planning and Execution (FDP&E)

1. <u>Purpose</u>. This chapter provides an explanation of how the FDP&E process relates to GFM and force synchronization based on references (b) and (d). Timely deployment and redeployment planning enables USMC to meet CCDR force flow requirements in support of SecDef approved LADs and sourcing solution execution. The alignment of Force Synchronization and FDP&E processes supports efficient and effective manning, training, equipping, accurate TPFDD development, lift allocation, and future sourcing.

2. <u>Reserve Component (RC) and Global Force Management (GFM)</u>. FDP&E activities are aligned and embedded with GFM and Marine Corps Force Synchronization requirements. It is essential that FDP&E personnel participate in sourcing development and equipping activities at the earliest stages to ensure forces flow is accurately defined and registered in JOPES to meet SecDef approved LAD. To enable successful deployment and redeployment, it is essential for the supported regional MARFOR to work in parallel with supporting MARFORs/MEF FDP&E planners to develop/resolve the JOPES TPFDD to effectively and efficiently execute force flow actions. This chapter does not describe the process for individual requirements. Additional guidance on FDP&E is detailed in reference (b).

3. <u>Force Deployment, Planning and Execution (FDP&E) Process</u>. FDP&E is a Joint process for management, scheduling, and oversight of the deployment and redeployment of Joint and Marine Corps forces and equipment in support of Joint/ CCDR and Service force flow requirements. Marine Corps FDP&E is organized into ten activities, which support one of two phases: Force Deployment Planning (FDP) and Force Deployment Execution (FDE). Planning and execution activities may occur in parallel. FDP&E activities are undertaken in concert with the Marine Corps Force Synchronization phases described in Chapter 3 of this Enclosure. FDP&E actions occur in conjunction with requirements sourcing through detailed planning, TPFDD verification of approved sourcing solutions, and force closure. Table 5-1 summarizes FDP&E Phases relative to Sourcing Phases.

Sourcing Phases	Requirement Identification	Requirement Validation	Sourcing Solution Development	Sourcing Solution Approval/Implementa- tion
FDP&E Phases	**Force Deployment Planning**			**Force Deployment Execution**
FDP&E Actions	• Receive and analyze mission • Develop CONOPS • Determine requirements	• Phasing force flow • Source requirements		• Tailor & refine requirements • Verify movement requirements • Marshall & move to Port of Embarkation (POE) • Manifest & move to A/SPOD
End-state	• Establish FTNs	• Build TPFDD/FRNs		• Execute TPFDD • Force Closure

Table 5-1.--FDP&E Phases Relative to Sourcing Phases

a. The Marine Corps FDP phase runs concurrently with the Requirement Identification and Requirement Validation phases of force sourcing. FDP activities include:

(1) <u>Receive and Analyze the Mission</u>. The supported MARFOR receives higher headquarters planning guidance, analyzes tasks and develops mission statements that include operational requirements and other information such as major forces, type of operations, timing, location, purpose and intent. The supported MARFOR, in coordination with supporting MARFORs and DC PP&O, starts initial force planning and coordination to identify force requirements.

(2) <u>Develop the Concept of Operations (CONOPS)</u>. The CONOPS are a general description of actions taken to accomplish the mission and provide an overall picture of the operation. The supported MARFOR develops TPFDD shells based on the force list or initial task organization. The supported MARFOR, in coordination with supporting MARFORs and DC PP&O, continues force planning.

(3) <u>Determine Requirements</u>. Upon receipt of JS-validated CCDR/Service requirements, MARFORCOM in coordination with DC PP&O, DC M&RA, and supported/supporting MARFORs populate the approved sourcing solutions in JOPES ADP to support CCDR force flow. Based on requirements, supported MARFOR FDP&E section begins to build FRNs.

(4) <u>Phasing Force Flow</u>. Phasing force flow (phasing of unit deployment and arrival in theater in support of a supported CCDR's CONOPS and TPFDD guidance) starts during Course of Action development and continues through detailed planning until TPFDD verification of deployment requirements. The supported MARFOR, in coordination with the supported MAGTF, ensures accurate phasing is reflected in TPFDD shells. At this point, FRNs are built to enable force flow.

(5) <u>Source Requirements</u>. Sourcing is the association of actual units, equipment and materiel to requirements as identified in the TPFDD FRNs. MARFORCOM and Force Providers ensures sourcing solutions (pre-decisional or approved) are correct and resident in MCBUL 3120 and Playbook for supporting MARFORS and all levels to reference when sourcing the TPFDD.

b. The Marine Corps FDE phase runs concurrently with the Sourcing Solution Development and Sourcing Solution Implementation and Execution phases of force sourcing. Throughout the FDE phase, MARFORCOM in coordination with DC PP&O, DC M&RA, supported/supporting MARFORs, and the supporting MAGTF continues to coordinate remaining sourcing solutions/actions and emergent sourcing requirements. FDE activities are described below.

(1) <u>Tailor and Refine Time Phased Force and Deployment Data (TPFDD) Requirements</u>. Tailoring and refining force requirements, based on recommended sourcing solutions, will occur in stride with sourcing force requirements until TPFDD verification in order to provide accurate lift requirements and adjust phasing of forces into theater. All levels collaborate at CCDR and regional MARFOR force flow conferences to coordinate adjustments to the deployment TPFDD based on changes identified in the developing tactical situation, commander's priorities and CCDR's force flow.

(2) <u>Verify Movement Requirements.</u> Verification of Marine Corps TPFDD requirements occurs during orders development/transition and in stride with tailoring and refinement of TPFDD requirements. All levels verify TPFDD requirements in accordance with supported CCDR and MARFOR TPFDD guidance. The

supported CCDR can direct verification of requirements before an EXORD is given if needed during planning refinement. Verification will continue until force closure.

        (3) <u>Marshal and Move to Port of Embarkation (POE)</u>. Marshaling and movement of the force to the POE occurs during orders development/transition and after TPFDD validation of requirements and allocation of strategic lift.

        (4) <u>Manifest and move to Port of Debarkation (POD)</u>. Manifesting, reporting carrier on-load/off-load and movement of the force to POD occurs during transition with verification of TPFDD requirements. Unit commanders are responsible for ensuring personnel and equipment are accurately accounted for in JOPES.

        (5) <u>Joint/Reception, Staging, Onward Movement, and Integration (J/RSO&I)</u>. J/RSO&I of the force occurs during transition and upon arrival of units at the POD. All levels report force closure upon arrival of forces and equipment via Unit Line Numbers (ULN) at the POD. At this point, redeployment planning begins. To redeploy, the deployment process is reversed; however, the TPFDD already has a ULN for each unique capability that is already part of an approved SDOB Force Tracking Number (FTN). For exercises, the redeployment plan (including lift requirements) is already completed during deployment planning due to short execution duration.

4. <u>Force Deployment, Planning and Execution (FDP&E) Tools and Components</u>. A number of systems and tools support the FDP&E process. For additional information about FDP&E processes and procedures see reference (b).

    a. <u>Joint Operations Planning and Execution System (JOPES)</u>.

        (1) JOPES is a Joint system of record managed by the JS and employed across DoD to include the Marine Corps to plan, track, and execute and report deployment/redeployment of forces and capabilities to meet CCDR operational timelines. Marine Corps Component Commanders shall utilize JOPES for all CONUS/OCONUS U.S. Marine Corps deployments, redeployments, and rotations in support of operations and exercises as directed by the GFMAP. CMC directs the use of JOPES for all CJCS directed exercises, operational deployments, redeployments, and rotations as directed within the GFMAP. Forces and capability movement/force flow planning will remain closely linked with sourcing development.

        (2) JOPES is a combination of joint policies, procedures, personnel, training, and a reporting structure supported by automated data processing. Data from the JCRM and other systems feeds JOPES and TPFDD development. CCDRs and MARFORs promulgate Letters of Instruction (LOIs) providing guidance on movement and lift planning parameters which are enforced during deployment/redeployment planning and execution. During force deployment/redeployment execution, supporting commanders are required to use JOPES to ensure supported commanders are provided capability details, overview of force flow, and J/RSO&I requirements. JOPES provides visibility of FDP&E information across the Joint Planning and Execution Community and provides force flow traceability from initial submission of requirements through final mission execution/force closure.

    b. <u>Time Phased Force and Deployment Data (TPFDD)</u>. Per reference (t), TPFDD is the database portion of an operational plan. It contains time-phased force data, non-unit-related cargo and personnel information, and movement

data for execution of the operational plan. The TPFDD is developed within JOPES to support the movement of all forces and equipment in support of a validated and sourced requirement. The JOPES/TPFDD process is initiated when a supported CCDR formally identifies requirements via message traffic to the JS for validation and sourcing actions. Developing the TPFDD requires significant coordination, with data entered in JOPES by the supported MARFOR as well as the force provider and the deploying unit. Timely and accurate data entry and verification of TPFDD information is essential to ensure force flow, lift allocation, and force closure in support of sourcing solution execution.

    c. <u>Force Tracking Number (FTN)</u>. An 11-character alphanumerical reference number created in JCRM, or JTIMS, for training requirements. The FTN is manually populated in the TPFDD within JOPES by the supported Service Component once requirements are validated by the JS. The FTN enables FDP&E AOs to start planning for deployment and execution. The supported CCDR initiates the processes for the movement of forces and equipment in the JOPES system to support the execution of the FTN.

    d. <u>Force Requirement Number (FRN)</u>. Per references (s) and (t), the FRN is a three to five-character alphanumeric code used to uniquely identify force entries in a given TPFDD. In support of rotational requirements, a FRN is established in JOPES by the supported regional MARFOR at the same time as the requirement is submitted by the CCDR to the JS for validation. However, in support of new or emergent requirements the FRN is manually populated in the TPFDD within JOPES by the supported Service Component once requirements are validated by the JS. Early identification of the FRN permits sourcing entities to commence TPFDD development concurrently with GFM processes. FDP&E Marines verify data delivered via newsgroups from JOPES and route the data via the chain of command to support verification of TPFDD requirements. This process includes verification and validation of proposed capabilities and force flow based on requirement and TPFDD data to include FRNs and phasing information such as the EAD, LAD, required delivery date (RDD), and mode and source of lift per reference (b). A FRN is essentially the precursor to ULN development. One FTN can have multiple FRN/ULNs associated with it. The MARFORCOM FDP&E branch enters FRNs into Playbook and associates them with their respective FTN.

NOTE: For planning purposes, the LAD captured in the RFF is the same as the RDD in JOPES. The LAD in JOPES refers to the latest arrival date at the POD; the LAD in the RFF refers to the start date for the requirement or when personnel and equipment are ordered to arrive in the supported CCDR's AOR. AOs need to be aware of the difference in terms in order to effectively phase the force, execute sourcing coordination, schedule pre-deployment training, and plan lift allocation. For more information about JOPES and the FDP&E process, please refer to references (b) and (t).

    e. <u>Unit Line Number (ULN)</u>. The ULN is a three to seven-character alphanumeric code that describes a unique increment of a unit deployment in the TPFDD. The information contained in the ULN is used as the basis for organizing TPFDD- related planning, reporting, and tracking data on the movement of forces and equipment from points of origin to deployed destinations. The ULN is a unique identifier for a TPFDD force requirement and is the cornerstone on which all movement data are built. A ULN describes one or more service members and their equipment that share a movement from the same origin to the same destination, at the same time, using the same transportation mode and source. Sourcing is the association of actual units,

equipment and materiel to requirements as identified in the FRN. The association of an actual unit to the FRN by UIC, personnel, and cargo data transforms FRNs into one or more ULNs. The supported component reviews and verifies requirements to ensure that requested forces and capabilities will arrive in accordance with CCDR timelines then informs the CCDR. The CCDR will not accept the ULN until SDOB approval, after which the sourcing solution and associated TPFDD can be executed.

Chapter 6

Reserve Component (RC) Considerations

1. Purpose. This chapter explains how RC forces are activated for deployment, and summarizes how to access RC forces in support of force allocation, synchronization, and generation efforts.

2. Reserve Component (RC) and Global Force Management (GFM). The RC fulfills both an operational and strategic role for the Marine Corps. As an operational force, the RC sources pre-planned, rotational and emergent CCDR and Service requirements across a variety of operations. At the same time, the RC continues to support strategic objectives through involvement in CCDR exercises, contingency planning, and the RC Ready Bench. Employment of the RC is governed by statutory authorities that direct how RC forces and individuals are to be activated, mobilized, resourced and utilized. If the RC is a force provider, Reservists are activated and mobilized prior to deployment. Generally, operational Reserve sourced requirements should be identified approximately 9-12 months or greater prior to activation date. The selection of RC forces as a sourcing solution is an output of the sourcing solution development process described in Chapter 3 of this enclosure.

   a. Mobilization. The process by which the Armed Forces or part of them are brought to a state of readiness for war or other national emergency. This includes activating all or part of the RC as well as assembling and organizing personnel, supplies, and materiel.

   b. Activation. An order to active duty other than for training.

3. Reserve Component (RC) Activation Process. Figure 6-1 depicts the optimal RC activation timeline for force (unit) sourcing solutions in support of rotational requirements. Emergent requirements may dictate a shorter RC activation timeline pending Presidential or SecDef direction on mobilization authorities (see Table 6-1). The activation process is informed by the type of reserve force being utilized, complexity of the mission, mobilization authority, and resourcing considerations, per references (b) and (q).
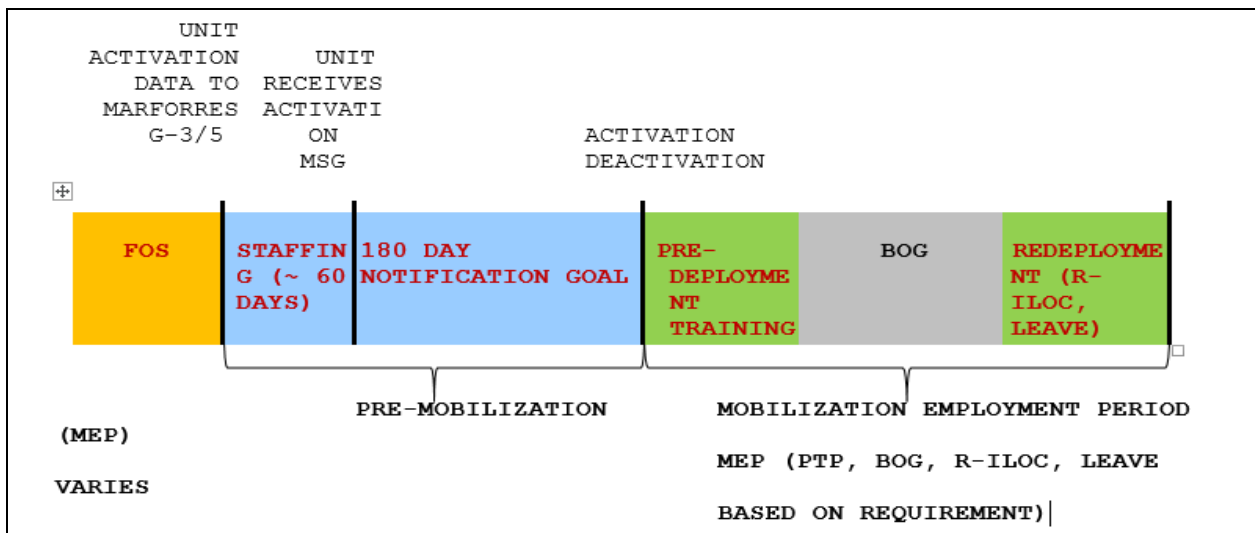
Figure 6-1.--Optimal RC Activation Timeline

STATUTE	UTILIZATION	INTENDED USE	LIMITS
INVOLUNTARY			
10 U.S. Code (USC) 12301(a) Full Mobilization Within 0-30 Days from Notification to activation	Congressional declaration of war or national emergency	Rapid expansion of Armed Forces to meet an external threat to national security • Immediate	• No personnel limitations • Activation for conflict duration + 6 months • Applicable to all reservists (Ready Reserve, Standby Reserve & Retired)
10 USC 12301(b) 15-Day Statute	Service Secretary authority to order to Active Duty w/o member consent	Annual Training (AT) or operational mission	• 15 days active duty once a year • Governor's consent required for national guard (NG)
10 USC 12302 Partial Mobilization 180 – 30 Days from Notification to Deployment	Presidential declaration of national emergency	Manpower required to meet external threat or national emergency • Standard Emergent • Time Critical Emergent • Rotational	• Max 1 million reservists on active duty • No more than 24 consecutive months of service • Used for Named Contingency Operations under a Declaration of National Emergency or Declaration of War.
10 USC 12304 Presidential Reserve Call Up	President determines RC augmentation required for operational mission	Augmentation of AC for operational missions or support for domestic response to threat	• Max 200K Ready Reservists on active duty; 30K IRR • Limited to 365 of active duty • Not for domestic natural disaster ops
10 USC 12304(a) Armed Forces Disaster Response	Involuntary call up of units or individuals	Governor request in response to major disaster or emergency	• For continuous period of no more than 120 days
10 USC 12304(b) Assured Access Authority	Involuntary call up of Selected Reserve	Pre-planned mission for CCDR • Rotational	• No more than 60K at one time • 365 days or less inclusive of PTP, deployment and post-deployment
10 U.S. Code 12301(d) Active Duty for Operational Support	Service Secretary authority to order to active duty with member's consent	Operational missions (volunteers)	• Applicable to Ready Reserve • No duration limits • Governor consent required for NG

Table 6-1.--RC Mobilization Authorities and Their Uses

a. There are three categories of Reserves. Each category is subject to statutory constraints related to access and employment per reference (q).

(1) The Ready Reserve consists of the Selected Reserve (SELRES) and Individual Ready Reserve (IRR). The SELRES consists of Reserve units, IMAs and Active Reserve (AR) Marines. IRR Marines are a CMC manpower asset managed by the Marine Corps Individual Reserve Support Activity. Generally, if the RC is utilized to source a requirement, the sourcing solution will come from the Ready Reserve.

(2) The Standby Reserve is composed of members other than those in the Ready Reserve or Retired Reserve. These members are subject to involuntary recall to active duty (other than training) only when the Ready Reserve is insufficient to support contingency operations.

(3) The Retired Reserve includes Marines who may be recalled to active duty per reference (q).

b. The activation process begins either during the Force Synchronization Conference or when a FOS query is sent to MARFORRES to determine if activation and mobilization timelines support sourcing a given requirement and to ensure that MARFORRES has the capacity to support. During the staffing process, MARFORRES in coordination with MARFORCOM and DC PP&O collect data to determine which RC assets will be used to support a given requirement, the size of the force, and whether the activation authority will be voluntary or involuntary.

c. Once a RC force has been identified, the proposed sourcing solution is staffed through the SECNAV. The SECNAV can approve activation of RC forces if they are an all-volunteer force, the force or individual has deployment mobilization ratio of 1:4 or greater, the mobilization period is equal to or less than 365 days and there is at least 180 days of pre- mobilization notification. If the above criteria are met, the activation package is approved by SECNAV via the notification matrix and routed to the JS and the SecDef for inclusion in the SDOB. When the preceding criteria are not met, the package must be routed to the JS and the SecDef via SDOB for approval.

d. If a RC sourcing solution is approved, the Reserve force receives an activation message from CMC and MARFORRES. This activation notification should come 180 days before a force is activated and begins pre-deployment training in order to maximize benefits available to RC members who are scheduled for activation. However, 180 days notification is not a prohibitive requirement and many units will receive less than 180 days' notice prior to activation depending on planning circumstances and operational requirements. Once activated, RC forces follow the mobilization phases described in reference (q) to include movement to an intermediate location (ILOC) for training and subsequent deployment, or to a port of embarkation for employment.

e. The Mobilization Employment Period (MEP) includes pre-deployment training, the deployment or BOG period, and redeployment (to include return to ILOC and post-deployment leave). The length of the MEP is determined by the requirement. Once the MEP is completed, the RC force is deactivated per reference (q). The statutory limit for involuntary mobilization under Title 10 U.S. Code, Section 12302 is 24 consecutive months; under Title 10 U.S. Code, Section 12304b it is not more than 365 days inclusive of PTP, deployment and post-deployment.

4. <u>Activation and Mobilization Authorities</u>. Access to the RC depends on the nature of the contingency and the duration of the mobilization. Table 6-1 summarizes authorities related to RC activation and mobilization and their uses. Most activations for contingencies/emergencies are inherently involuntary. The issuance of a Declaration of National Emergency by the President or Declaration of War by Congress provide SecDef and SECNAV the authority to involuntarily activate units/dets and individuals during a time of contingency operations.

   a. <u>Full Mobilization (10 U.S.C. 12301a)</u>. If a war or national emergency is declared by Congress, all RC units are eligible for involuntary call-up. They can be kept on active duty for the duration of a declared war or emergency, plus six months.

   b. <u>Partial Mobilization (10 U.S.C. 12302)</u>. If the President declares a national emergency, this type of authority allows a partial mobilization of up to 1 million Selected Reserve and Individual Ready Reserve troops. Under this authority, reservists can be kept on active duty no more than 24 consecutive months.

   c. <u>Presidential Reserve Call-Up Authority (10 U.S.C. 12304)</u>. Under this type of authority, the President can activate up to 200,000 members of the Selected Reserve and up to 30,000 members of the Individual Ready Reserve, who can be kept on active duty for up to 365 days for any mission deemed necessary.

   d. <u>Armed Forces in Disaster Response (10 U.S.C. 12304a)</u>. The SecDef may involuntarily activate any Ready Reserve units and individuals under federal authority to respond to a domestic emergency or major disaster for up to 120 days. A state governor or territorial chief executive must first make a request for such support.

   e. <u>Assured Access Authority (10 U.S.C. 12304b)</u>. The Service Secretaries may involuntarily activate Select Reserve units and detachments (not Individual Augments as identified in the JCRM) other than during times of war or national emergency for preplanned missions in support of a CCMD. The maximum call-up is 365 days. No more than 60,000 Selected Reserve troops can be activated under this authority at any one time.

   f. <u>Active Duty for Operational Support (10 U.S.C. 12301d)</u>. Reservists can volunteer for activation. With the approval of DC M&RA, RC Marines can volunteer to mobilize under 12301(d) orders for a temporary period of active duty in order to augment headquarters staffs, as well as active and reserve units supporting CCDR and Service operational and training requirements.

5. <u>Resourcing Reserve Component (RC) Forces</u>. Resourcing RC forces activated for employment depends on the type of requirement for which the RC is being utilized and the applicable statutory authority. Synchronization of funding sources and mobilization authorities is important because it could impact RC availability for sourcing. The following is an overview of the six phases of mobilization, activation, integration, and deactivation of RC units/dets per reference (q).

   a. <u>Phase I: Pre-Activation</u>. Begins upon notification of a pending contingency operation or other requirement in support of a CCDR. COMMARFORCOM, as coordinating authority for Service GFM, consults with the

supported MARFOR, operational force providers, MCICOM, other SE activities, and HQMC to provide the CMC with Total Force allocation recommendations. CMC directs allocated Selected Marine Corps Reserve (SMCR) units to activate. COMMARFORRES prepares SMCR units for activation. This phase ends when SMCR units report for activation at the Home Training Center (HTC).

b. <u>Phase II: Activation and Movement</u>. Begins when SMCR units or detachments report for activation at the HTC. COMMARFORRES, in coordination with COMMARFORCOM, plans and directs the activation and movement of activated SMCR units or detachments to the ILOC. This phase ends when the SMCR unit(s) or detachment(s) arrives at ILOC and COMMARFORRES relinquishes command, and COMMARFORCOM assumes command of activated SMCR units (note: For SMCR units deploying directly from the HTC to the supported CCDR's AOR, movement to ILOC does not occur during this phase. COMMARFORCOM assumes command of such activated SMCR units upon receipt of the COMMARFORRES unit activation message).

c. <u>Phase III: Force Integration and Pre-Deployment</u>. Begins when COMMARFORCOM assumes command of activated SMCR units or detachments. COMMARFORCOM will delegate or transfer responsibility for pre-deployment integration and training to a gaining force commander. When required, SMCR units integrate with the GFC for training and/or deployment. This phase ends when units arrive at the POE integrated, organized, trained, equipped, and certified to accomplish their assigned mission (note: For SMCR units deploying directly from the HTC to the supported CCDR's AOR, Phase III activities occur at the HTC). It is important to note, once the RC unit or detachment transfer to the AC (MARFORCOM or GFC), the AC is responsible for all manning, training, equipping, and employment of the RC forces. There are a few exceptions regarding some aviation and communication equipment. The AC retains these responsibilities until the RC unit or detachment returns to the HTC.

d. <u>Phase IV: Deployment and Employment</u>. This phase begins when units deploy from the POE to the supported CCDR's AOR for employment. The supported CCDR assumes OPCON of the activated SMCR unit. This phase ends when the activated SMCR unit redeploys. For more information about command relationships please see Chapter 10 of this enclosure.

e. <u>Phase V: Redeployment</u>. This phase begins when the activated SMCR unit departs an in-theater POE. The supported MARFOR is responsible for redeployment scheduling and movement coordination until the unit arrives at the Port of Debarkation. Upon return to CONUS, the gaining force commander ensures processing and movement of the activated SMCR unit back to a Redeployment ILOC (R-ILOC), as required, and back to the HTC. This phase ends when the activated SMCR unit arrives at the HTC for deactivation.

f. <u>Phase VI: Deactivation</u>. This phase begins when the activated SMCR unit returns to HTC. COMMARFORCOM relinquishes command and COMMARFORRES assumes command. COMMARFORRES conducts actions necessary to deactivate the unit and return them to a reserve duty status. This phase ends when units are returned to reserve duty status per published activation/deactivation orders.

Chapter 7

Resourcing Considerations

1. Purpose. This chapter presents factors, policies, and constraints that inform force availability and sourcing solution development.

2. Resourcing Considerations. Understanding how fiscal, manning and staffing, equipping, training, and deployment policies impact force availability is critical to effective force synchronization and allocation. Policies for operational deployment, Deployment to Dwell (D2D), operational tempo, and personnel tempo should be in accordance with reference (c) and current SecDef memorandums and instructions. Any sourcing recommendation that exceeds these policies must be accompanied by a detailed explanation. AOs need to be aware and take into account joint and Service guidance that impact sourcing solution development and risk calculations in responding to requirements.

3. Joint and Service Prioritization Policies

    a. Deployment To Dwell (D2D) Policy. Force availability is determined in part by the D2D policy. Per SecDef direction, AC units will maintain at least a 1:1 D2D ratio for time spent deployed to time at home station. For example, an AC unit deployed for 12 months will redeploy to home station and remain in dwell for no less than 12 months. RC units will maintain at least a 1:4 D2D ratio for time spent deployed to time at home station. For example, RC units deployed for 12 months will redeploy to home station, demobilize and remain in dwell for no less than 48 months. Per SecDef policy, AC units maintain a 1:2 D2D ratio and RC units maintain a 1:5 D2D ratio. D2D ratios of less than 1:1 for AC and 1:4 for RC must be approved by the CMC and SecDef.

    b. Boots On the Ground (BOG) Policy. The BOG policy determines length of deployment for a given force. Per reference (m), headquarters units at or above the regiment/group level will not deploy for longer than 365 days. Units at or below battalion/squadron level will not deploy for longer than 210 days (however, Ad hoc units at or below battalion level routinely deploy in excess of 210 days). Individual Augmentees (Joint or Service) will not deploy for longer than 365 days without Service or SECNAV approval, depending on the length of time extending beyond 365 (deployments lasting 90 days or less beyond the 365 day limit require Service approval, deployments lasting 91 or more days past the 365 day limit must be approved by DASN.

    c. Exercise Prioritization. The Marine Corps is instituting an exercise prioritization process to integrate force development and force management for exercise support. Multiple steps within the process provide opportunities for senior leader decision making and unit level exercise design or development. The exercise prioritization process, while not intended to be a Service level cut line is a tool to determine how best to apply scarce resources, streamline and synchronize planning and articulate training value and return on force investment. DC PP&O approves the exercise prioritization matrix for COMMARFORCOM to develop a quantitative value for each category and tier of exercise. The value of each exercise is calculated and captured within the USMC Playbook application. Updates and refinements to the exercise prioritization process, methodology and matrix are adjudicated by the exercise prioritization working group that meets during

the Force Synchronization Conference and are published as part of the MCBUL 3120.

        (1) Exercise Prioritization Matrix. DC PP&O develops the exercise prioritization matrix, as shown in Table 7-1, to capture service priority criteria within five categories: 1) Plans; 2) Force Generation/Readiness; 3) Capability Development; 4) Naval Integration; 5) Service Initiatives/Guidance. Each of the five categories are further broken down into three tiers, as shown in Table 7-2, to provide the overall matrix.

Category	1. Plans	2. Force Generation/ Readiness	3. Capability Development	4. Naval Integration	5. Service Initiatives/ Guidance
Responsible Command	PP&O (PL)	CD&I (MCWL)	CD&I (MCWL)	CD&I (MCWL)	PP&O (PL)
Notes			USMC Capability Development.	Input from MARFORCOM Maritime Working Group. Requires navy participation.	Principally focused toward partnership with other nations.

Table 7-1.--Exercise Prioritization Categories

        (2) The exercise prioritization matrix provides exercise planners with criteria to influence exercise design to ensure CCMD, Service and Joint exercises support Marine Corps Title 10 requirements.

        (3) Exercise Score Card. DC, PP&O approves the exercise prioritization matrix and MARFORCOM develops a quantitative value for each category/tier to produce a 1-n list of exercises. The values assigned per category and tier are entered into the USMC Playbook. During the 3rd/4th quarter of each fiscal year, component MARFORs and Force Providers check-criteria within Playbook against their respective exercises in the following fiscal year, and develop an overall score per exercise.

Category	1. Plans	2. Force Generation/ Readiness	3. Capability Development	4. Naval Integration	5. Service Initiatives/ Guidance
Tier I	3.8	3.6	3.4	3.2	3.0
Tier II	2.8	2.6	2.4	2.2	2.0
Tier III	1.8	1.6	1.4	1.2	1.0

Table 7-2.--Exercise Prioritization Tiers

        (4) MARFORCOM conducts an exercise pull from Playbook and then produces a Service 1-n exercise list for each fiscal year.

        (5) FY Binned Exercise Blocks. Exercises are binned into four Blocks based off institutional, component MARFOR, and force provider value. Exercise prioritization assessments are reviewed during the Force Sychronization Conference.

(a) Block I Exercises. Exercises which are considered high value to the institution, component MARFOR, and force provider. Force providers are expected to provide risk to force analysis if unsourced.

(b) Block II Exercises. Exercises which are considered high/significant value to the institution and high/significant value to the component MARFOR or force provider. Component MARFORs should provide risk to source if forces are not allocated to support the exercise.

(c) Block III Exercises. Training opportunities which provide high/significant value to either the institution, component MARFOR, or force provider. Only one of the three require a high/significant value to be a Block III exercise. Exercises will be added to MARFORCOM Playbook, but not discussed during the Force Synchronization Conference unless a force is allocated to a Block III exercise, but is still required for a Block I or II exercise.

(d) Block IV Exercises. Exercises which provide medium/low value to the institution, component MARFOR, and force provider and should be assigned to a component MARFORs assigned or allocated force. The service will not address these exercises during the Force Synchronization Conference nor will the service attempt to source from service retained forces.

(6) Value is assigned to exercises based on criteria outlined in Tables 7-1 and 7-2. The number of exercises in each value rating could change each fiscal year. While detailed criteria are not listed below, exercise values are based off a percentile of the total number of exercises. The criteria are agreed upon in the Exercise Prioritization Working Group held during the Force Synchronization Conference.

(a) Institutional Value. The institution determines exercise value based off the Service 1-n exercise list and specific tentes or conditions pulled from the Force Management Plan (i.e. extreme cold weather training). For example, to receive a high value, the exercise needs to be within the top 25% of exercises on the Service 1-n exercise list and have two of the Force Management Plan criteria marked (see Table 7-3 for how exercise values are assigned). If it does not have the Force Management Plan criteria marked, then it becomes a Significant Value. This process is continued for significant, moderate, and low values.

(b) Component MARFOR Values. The component MARFORs prioritize their respective exercises based off relativity to Global Campaign Plan objectives and risk to mission. Values are assigned based off where an exercise is prioritized within their 1-n list. At a minimum, a MARFOR component will have two exercises assigned a high value to ensure they are able to compete against larger AORs.

(c) Force Provider Value. The force providers are provided the list of exercises within the Service 1-n list (alphabetical order and no priority ranking) and asked to prioritize exercises based on core competencies, OPLAN tasks, and concept development value for their respective MEF/MFR and/or subordinate units. Force providers are not required to prioritize the entire list, but only those that apply to their command.

(7) Upon MARFORCOM receiving the exercise values from the component MARFORs and force providers, exercises are binned into the blocks under FY binned exercise blocks.

    (8) <u>Exercise Risk Matrix</u>. The Exercise Prioritization Working Group developed an exercise risk matrix to assist with force management decision making for exercises. It accounts for Risk to Force and Risk to Mission. The risk matrix will be used to assess risk during the Force Synchronization Conference for unsourced Block I exercises and will assist the plenary with determining a sourcing solution or re-scope of force management requirements. In addition, the exercise risk matrix will be used for Block II exercises on a case-by-case basis when sourcing solutions are not readily available.

	High	Significant	Moderate	Low
Service	First Quartile with two tenets/conditions	First Quartile with one or less tentets/conditions Or Second Quartile with one tenet/condition	Third Quartile	Fourth Quartile
MARFOR	First Quartile	Second Quartile	Third Quartile	Fouth Quartile
Force Provider	First Quartile	Second Quartile	Third Quartile	Fourth Quartile

Table 7-3.-—Exercise Value Tiers

    d. <u>Risk Analysis</u>. Per references (e), (k), (y) and (al), a primary goal of the allocation process is to help CCDRs achieve campaign plans and operational goals and objectives while balancing operational force provider risks to potential future operations. As such, risk calculations and supporting risk mitigations plans are an essential part of the Joint and Service force synchronization process. The Marine Corps Risk Matrix is published as part of reference (y) and is built to support Service input into reference (al). The Risk Matrix provies a framework for the Service to identify, assess, and manage risk and provides an analytical tool unique to USMC organization, training, deployment, and employment while utilizing a common lexicon to ensure consistency across DoD and Joint Force-related processes. This process better informs senior deicision makers of competing risks and provides context to force management by articulating Risk to Mission and Risk to Force. Risk analysis is a critical and mandatory element of the sourcing solution development process.

4. <u>Staffing, Training, and Equipping Considerations</u>

    a. Staffing levels as well as how quickly a force can be made ready for deployment (manned, equipped, and trained to a C1/C2 readiness rating) inform force availability. Force staffing, training, and equipping priorities also inform risk analysis when developing sourcing solutions. The CMC releases periodic guidance related to staffing, training and equipping priorities per reference (v).

    b. Guidelines and milestones related to force stabilization, force generation actions, and pre-deployment training are outlined in reference (a).

5. Casualty Estimation and Combat Associated Replacements

    a. Missions below the level of Major Combat Operations (MCOs) often require planning for sustainment of casualty replacements pools to maintain personnel available for critical or key billets with short notice.

    b. Demands that necessitate casualty replacement planning must be incorporated with the force request in order to provide adequate planning time and ability to evaluate risk to mission/risk to source by force providers.

6. Fiscal Considerations

    a. Per JS direction, financial costs must be submitted as part of GFM decision making process. Force providers are directed to prepare and submit cost estimates for force employment and as part of sourcing solution recommendations. Reference (d) identifies financial cost as an element of operational and force management risk. Cost estimates must be included as part of force nomination packages.

    b. The Planning, Programming, Budgeting & Execution (PPBE) Process. The Marine Corps, along with all DoD components, receives funding through the PPBE process. The PPBE process serves as the means for requesting and allocating resources to meet Service assigned missions. One output of the PPBE process is the funding proposed to be included in the President's Budget submitted to Congress, the ultimate objective of which is to provide CCMD with the optimal mix of forces, equipment, and support attainable within established fiscal constraints.

        (1) The PPBE process is calendar-driven (i.e., there is a requirement that by a specified date a specified action must be accomplished, a specified event must occur, or a specified decision must be made). The OPFORs play a critical role in requesting, justifying, and executing Marine Corps funds. The OPFOR must justify all requests for deployment related resources by reconciling them to appropriate CCMD, Component, or Service- level objectives and priorities. The OPFOR may also influence budgetary allocations through the Program Evaluations Boards and the POM Working Group.

        (2) The PPBE cycle is generally several years ahead of the Force Synchronization and Allocation cycle. For example, while FY 19 requirements were being developed, the FY19 PPBE budget was already submitted to the Department of the Navy and DoD. As a result, if new, unfunded requirements emerge, Service ability to support those requirements may pose risk to Service capacity to source and tradeoffs may have to be considered. Alternatively, outputs from the Force Synchronization Conference can inform future budget submissions in order to reflect, fund, and sustain Marine Corps force employment.

    c. Exercise Funding. Identifying fiscal resources for exercise participation is a critical factor in exercise planning. Funding for exercises comes from a variety of sources. How funds can be used varies according to funding source and must be understood and followed to effectively and efficiently plan Marine Corps participation in exercises and maximize training opportunities and benefits. Additionally, Marine Corps participation in exercises and engagement activities can be funded by multiple sources. Generally, sources of funding and how they can be used are captured in the exercise requirement and promulgated during exercise planning

conferences, as well as at the Marine Corps Force Synchronization Conference.
Funding sources can support various phases of exercise planning and
execution. For example, some funds can be used to support exercise sourcing
and pre-deployment training while other funding sources can be used for
movement to and from exercises venues. Other funds can be used to pay for
event execution or post-event activities (equipment recovery, reconstitution,
redeployment). Table 7-4 details key exercise funding sourcing and how they
can be used.

Funding Source	Description	Sourcing Pre-Deployment	Move-ment	Exec-ution	Post Event
Active Duty Operational Support (ADOS)	ADOS funding consists of MPMC, RPMC, and O&MMC appropriations	X			
USMC Operations & Maintenance (OMMC)	Service Title 10 appropriation provides funding for active Marine Corps forces missions, functions, activities, facilities, and sustainment	X			
Service Incremental Funding (SIF)	An O&M type fund, off-sets Service costs incurred as a result of participation in CJCS exercises	X		X	X
Joint Ex Transporta-tion Program (JETP)	Funds transport of personnel & equipment to designated CJCS exercises. JS J-7 apportioned to CCDRs who pass it to Services commensurate with need		X		
Title X, Sec 321 Funding (formerly Developing Countries Combined Exercise Program)	Can be used to reimburse certain incremental expenses of a developing country that are incurred as a direct result of participation in a bilateral or multi-lateral military exercise. Country must incur expense before it can be reimbursed	X	X	X	X
CCDR Initative Funds (CCIF)	Supports unforeseen contingency requirements critical to CCDR Joint warfighting readiness and national security interests. Funds personal expenses for U.S. and foreign national defense personnel to attend meetings & conferences. CCDR controlled	X	X	X	X

Warsaw Initiative for Partnership for Peace (PfP)	Major NATO initiative to enhance cooperation and stability in Central and Eastern Europe. Primarily used for exercise support in newly independent states. O&M like funds, CCDR controlled	X	X	X	
1206 Authority National Defense Authoriza-tion Act	Provides SecDef with authority to train and equip foreign military forces for counter-terrorism and stability operations. Requires Secretary of State concurrence			X	
Port Handling	Part of the JETP program, includes commercial contract expenses to receive/dispatch cargo at ports of embarkation and debarkation		X		
Inland Transporta-tion	Part of the JETP, IT expenses are associated with movement of exercise participants and cargo via surface means by commercial for hire firms when organic transport is not available/cost effective		X		
Traditional Commanders Activities (TCA)	O&M funds fenced by CJCS for foreign military-to-military engagement activities		X	X	
Joint National Training Capability (JNTC)	Joint funds for travel and per diem for JNTC event conferences and exercises	X		X	
Humanitarian and Civic Assistance (HCA)	Title 10, Section 401 authorizes U.S. forces to carry out HCA projects as part of training & operations			X	
Humanitarian Assistance	Title 10 funding provides CCDRs with means to engage developing countries. CCDR controlled			X	
Exercise Related Construction	Funds unspecified minor military construction to build/improve semi-permanent facilities with no permanent U.S. presence that support OCONUS exercises. Normally limited to $300K			X	

Table 7-4.--Exercise Funding Sources

Chapter 8

Global Force Management (GFM) & Force Synchronization References &
Authorities

1. Purpose. This chapter provides a brief listing and description of
authoritative documents governing Joint GFM and Marine Corps force
synchronization. These documents are the basis for the roles,
responsibilities and tasks associated with GFM.

Authority	Vision & Strategy	Requirement Identifica- tion	Requirement Validation	Sourcing Solution	Execution/ Deployment
U.S. Code	X				
NSS	X				
NDS	X				
NMS	X				
UCP *	X	X			
JSCP/GCP *	X	X			
GFMIG *	X	X			
GFMAP *		X		X	X
CJCSI 1301.01F		X	X	X	X
CJCSM 3130.06 *		X	X	X	X
CJCSN 3500.01	X				
CJCSM 3500.01A		X	X	X	X
CJCSM 3500.03E		X	X	X	X
USMC Force Management Plan and FMP EXORD *	X				X
Marine Corps Operating Concept	X				
MCO 3120.12		X	X	X	X
MCSCP	X				
Service CSP *	X	X	X	X	X
MCO 1001.61A		X	X	X	X
MCO 3000.18B				X	X
MCO 3000.19B				X	X
MCO 3502.6A				X	X
MCO 5320.12H				X	X
USMC Service Redlines Msg *				X	

Table 8-1.--GFM & Force Synchronization Authorities (* = *classified document*)

2. Authoritative Documents. Table 8-1 highlights authoritative documents
that govern Joint GFM and the Marine Corps force synchronization process
including requirements identification/development (what forces will do),
requirements validation (determining that requirements match vision and
strategy objectives), sourcing solution development (sourcing parameters,
which forces will do what), and implementation/execution. Strategic
documents such as the National Defense Strategy (NDS), the National Military
Strategy (NMS), and the GEF outline national security objectives and desired
end-states. Other strategic guidance such as the UCP and U.S. Code Title 10
define responsibilities and tasks related to carrying out GFM and

accomplishing national security objectives. CCDRs in turn develop Theater Campaign Plans and OPLANs detailing how they will achieve national security objectives and the resources they will need. These are translated into force and capability requirements, which are then validated by the JS and sourced by JFPs, JFM, and the Services. The GFMIG and reference (e) outline Joint and Service GFM processes and policies that support force allocation and synchronization. Supplementary policies, such as Service Redlines and the Marine Corps FDP&E manual, detail roles, responsibilities, tasks, and planning parameters that affect execution of force synchronization and allocation.

3. United States Strategic & Joint Guidance

   a. U.S. Code Title 10. Statutory definition of roles, responsibilities, and associated tasks of the DoD, the SecDef, CCDRs, JS, and the Military Departments.

   b. National Security Strategy (NSS). The NSS describes the international security environment, highlights major national security concerns, and provides a high-level overview of the administration's approach to addressing threats and capitalizing on opportunities. This document is unclassified and signed by the President. The NSS is typically published at the beginning of a presidential term. The NSS informs DoD level documents such as the NDS and other government agencies such as the Department of State.

   c. National Defense Strategy (NDS). Published in 2018, the NDS describes how the U.S. Armed Forces and DoD agencies will contribute to NSS objectives. This document is classified and signed by the SecDef. The NDS serves as the DoD's capstone strategic document. The NDS is derived from the NSS and informs the NMS. This document provides a framework for other DoD strategic guidance on topics such as campaign and contingency planning, force development, posture and intelligence. The NDS typically addresses how the U.S. Armed Forces will fight and win America's wars and how DoD seeks to work with allies and partners to enhance security and prevent conflict.

   d. National Military Strategy (NMS). Published in 2016, the NMS describes the ways and means by which the military will advance enduring U.S. national interests as articulated in the NSS and defense objectives as articulated in the NDS or Quadrennial Defense Review. This document is classified and signed by the CJCS. The NMS provides focus for military activities by defining a set of interrelated military objectives from which the Service Chiefs and CCDRs identify desired capabilities and against which the CJCS assesses risk.

   e. Unified Command Plan (UCP). The UCP establishes the missions, responsibilities, and geographic AORs for CCDRs. The UCP is signed by the President. Every two years, the CJCS is required to review the missions, responsibilities, and geographical boundaries of each CCMD and recommend to the President, through the SecDef, any changes that may be necessary.

   f. Joint Strategic Campaign Plan (JSCP). The Joint Strategic Campaign Plan (JSCP) provides guidance to CCDRs, Service Chiefs, and other DoD organizations to accomplish tasks and missions based on near-term military capabilities. The JSCP articulates campaign, campaign support, contingency, and posture planning guidance reflected in the GEF, UCP, NSS, NDS, and NMS. The JSCP directs the Military Departments to prepare Campaign Support Plans

(CSPs) that describe how the Services will support global, theater, and functional campaign plans. The JSCP, with its enclosures is the DoD's five-year strategic-level campaign plan. The JSCP identifies roles, responsibilities, and tasks to support Joint Force globally integrated planning, operations, and activities; and tasks CCMDs, military services, the JS and DoD agencies to prepare campaign and contingency plans.

   (1) Global Campaign Plan(s) (GCPs). These classified plans focus on integrating activities (operations, posture, plans, and exercises) oriented against specific challenges. A GCP is primarily designed to achieve unity of effort for day-to-day activities by, with and through geographic and functional CCMDs, the JS, Services and other government agencies.

   (2) The JSCP and GCPs replace the Guidance for Employment of the Force (GEF).

  g. <u>Global Force Management Implementation Guidance (GFMIG)</u>. The GFMIG directs CCDRs to develop theater and functional campaign plans that focus on steady-state activities and current operations. The GFMIG also integrates complementary assignment, apportionment, and allocation information into a single document. The alignment of apportionment, assignment, and allocation methodologies in support of the NDS provides comprehensive insights into the global availability of U.S. military forces/capabilities and provides senior decision makers processes to quickly and accurately assess the impact and risk of proposed changes in force/capability assignment, apportionment, and allocation. This classified guidance updates force assignment and apportionment tables, incorporates document revisions to the force allocation process, and enumerates JS responsibilities in the GFM process. Supplementary guidance to the GFMIG is published in the GFMIG Business Rules, also a classified document. The GFMIG is supplemented during odd-numbered years with the Forces for Unified Command Memorandum, which provides updated Assigned Forces guidance and is part of the GFM process.

  h. <u>Global Force Management Allocation Plan (GFMAP)</u>. The GFMAP is the SecDef's DEPORD for all allocated forces. The GFMAP base deployment order is the initial order for the respective FY. The base DEPORD is published to order forces that will deploy in the FY following the current execution year. For example, if the execution year is FY12, the GFMAP base DEPORD will be for FY13. The GFMAP is the end product of the annual force allocation process executed via the GFMB and the SDOB processes.

  i. <u>CJCS Instruction (CJCSI) 1301.01F, Joint Individual Augmentation (JIA) Procedures</u>. This instruction provides guidance and establishes the procedures for requesting the assignment of JIA to meet unfunded, temporary manpower requirements of a CCMD or other U.S. government entities while participating in President of the United States or SecDef-directed or approved operations.

  j. <u>CJCS Manual (CJCSM) 3130.06B, Global Force Management Allocation Policies and Procedures</u>. This manual establishes policy and procedures to plan and execute GFM allocation activities of the Armed Forces of the United States. The manual implements SecDef guidance found in the GFMIG and associated GFM Allocation Business Rules. The manual explains how the procedures and authorities specified in the GFMAP interrelate to the overall planning and execution process.

  k. <u>CJCS Notice 3500.01, Chairman's Joint Training Guidance (updated periodically to cover 3 year spans)</u>. This guidance is specifically intended

to support development of specific FY joint training plans by providing the Chairman's High Interest Training Issues.

l. CJCSI 3500.01H, Joint Training Policy for the Armed Forces of the United States. This document provides policy and guidance for the use of the Joint Training System in planning, conducting, and assessing joint training effectiveness and promoting readiness and supporting the development of new joint capabilities.

m. CJCSM 3500.03E Joint Training Manual for the Armed Forces of the United States. This manual provides guidance for implementing the CJCS's policy for planning and conducting joint training. The manual is designed to assist the joint training community in developing requirements, creating joint training plans, executing those plans, and assessing training proficiency.

4. Marine Corps Strategic & Global Force Management (GFM) Guidance. The National Security Strategy (NSS), the National Defense Strategy (NDS), and the National Military Strategy (NMS) listed above in this section are the strategic documents that outline how the Marine Corps supports national strategic objectives outlined in the NSS, NDS, and NMS. The remaining documents detail how the Marine Corps sources, generates and deploys AC and RC forces in support of CCDR and Service requirements and missions.

a. Force Management Plan (FMP). Released in 2017, the FMP supersedes and assumes all functions of the Marine Corps Service Campaign Plan and provides guidance for all USMC FY18 and FY19-23 Force Management guidance. FMP is CMC's method for providing the context, guidance, direction, and tasks required to provide forces amid various competing demands and numerous strategic imperatives in accordance with SecDef and CJCS guidance. The FMP is operationalized through the accompanying FMP EXORD, released in 2018. Both the FMP and the FMP EXORD are classified documents.

b. Marine Corps Service Campaign Plan (MCSCP). CMC directed and signed, this document articulates the Marine Corps contribution to national security. The MCSCP provides the necessary guidance for executing the CMC's statutory requirement to develop the force (recruit, organize, supply, equip, train, service, mobilize, demobilize, administer, and maintain equipment and real property). The MCSCP identifies key outcomes, sets objectives, and provides guidance to maintain proficiency in Marine Corps core competencies. It focuses on actions to be taken in the Future Years Defense Program by HQMC, the SE, and the Fleet Marine Forces in order to meet CCDR requirements and posture the Service for the future. **The FMP and FMP EXORD replace the MCSCP.**

c. Marine Corps Service Campaign Support Plan (CSP). As directed by the GEF, the Marine Corps annually publishes an integrated CSP to articulate the means by which the Service supports the achievement of global, theater, and functional end states. Signed by the DC PP&O, the Service CSP articulates Marine Corps support through Marine component commands and describes institutional Service support for planning, executing, and assessing steady-state activities that contribute to achieving GEF end states consistent with Service Title 10 responsibilities. Marine Corps organizations use the Service CSP to aid force planning, resourcing, force sourcing, and employment decision making processes. **The CSP has been replaced by the FMP.**

d. MCO 3120.12, Marine Corps Force Management and Force Synchronization Order. Provides Service-level policy, guidance, and direction for the

execution of Force Synchronization and Force Generation processes, ensuring
the Marine Corps accurately identifies, appropriately orders, and properly
resources (mans, trains, equips, and funds) deploying units/formations in
support of assigned missions and tasks. Establishes policy and procedures
outlining force sourcing processes used to determine units and capabilities
most appropriate for fulfilling validated CCDR and Service requirements.
Ensures Marine Corps Force Synchronization activities are consistent with
Joint GFM policies. Established the FSC and the FMS as the primary Service
forums to align, position and respond to validated CCDR and Service
requirements via the JS and the GFMB. Establishes the USMC Playbook as the
primary USMC system used to capture CCDR and Service requirements and
associated sourcing recommendations/solutions.

    e. MCO 3000.18B, Marine Corps Force Deployment Planning & Execution
(FDP&E) Manual. Signed by DC PP&O, this Order establishes the process for
developing and executing force deployment and redeployment plans for Marine
Corps forces and identifies FDP&E responsibilities of HQMC, Commanders of
Marine Forces, and other Marine Corps agencies. The objective is to ensure
Marine Corps forces deploy rapidly, efficiently, and effectively in support
of Service and CCDR planning/operational requirements. The FDP&E manual
provides guidance and policy related to deployment and redeployment of forces
in support of deliberate planning, Crisis Action Planning, CCDR operational
requirements, Service requirements, and exercises within the Marine Corps and
Joint communities. See Chapter 5 of this enclosure for more information.

    f. MCO 3000.19B, USMC Total Force Mobilization, Activation, Integration,
and Deactivation Plan. Published by DC PP&O, this Order outlines Marine
Corps policy and procedures for the mobilization of Reserve Forces. This
Order establishes policy to activate, integrate, and deactivate the RC in
order to augment and reinforce the AC with properly manned, trained, and
equipped Marines to accomplish the mission. This Order further provides
tasks to Marine Corps commands and HQMC agencies necessary to execute CMC's
statutory responsibilities. See Chapter 6 of this enclosure for more
information.

    g. MCO 5320.12H, Precedence Levels for Manning & Staffing. Signed by
CMC, this Order prioritizes the allocation of planned and available inventory
against T/O&E requirements. Frequent changes in structure, policy, cyclical
recruiting trends, training constraints, and unanticipated personnel losses
constrain the inventory available for staffing. The end result is that many
units are staffed with fewer Marines than prescribed in the unit's T/O&E.
The order explains prioritization of manning and staffing of Marine Corps
units to support end states described in CMC's planning guidance and
operational requirements.

    h. MCO 3502.6A, Marine Corps Force Generation Process. Signed by DC
PP&O, this Order establishes institutional guidance for the manning,
training, and equipping of units for deployment. The force generation
process consists of pre-deployment scheduling, synchronization, notification,
stabilization, training plan development, training plan execution,
assessment, and certification of Marine Corps forces in consonance with CMC
Title 10 responsibilities.

    i. MCO 1001.61A, Marine Corps Standard Operating Procedure for Managing
Individual Augmentation (IA) Requirements. Published and signed by DC M&RA,
this directive provides guidance and establishes the processes, requirements

and standards for meeting IA requirements within the Marine Corps. This directive covers Marine Corps sourcing of both Joint and Service IAs.

    j. <u>Marine Corps Service Redlines Message</u>. Published and signed by DC PP&O, this message provides guidance to ensure that Service capabilities are preserved, postured and prepared to support CCDR requirements as well as ensure the Marine Corps continues to progress in meeting reset and reconstitution efforts across the total force. Service Redlines inform force allocation in support of CCDR validated requirements. The message summarizes Service D2D ratios, staffing and manning guidance and BOG policies. CMC retains waiver authority for Service Redlines.

    k. <u>Commandant of the Marine Corps (CMC) Prioritization for Staffing, Training, and Equipping U.S. Marine Corps Forces Message</u>. Provides prioritization guidance outlining overarching CMC force sourcing priorities and amplifies staffing, training and equipping guidance in order to make informed and accurate decisions regarding the allocation of Marine Corps forces. This message is published periodically and is classified.

                        Enclosure (2)

Chapter 9

Force Synchronization Systems and Tools

1. Purpose. This chapter provides a guide to the systems and tools Marine Corps GFM and force synchronization AOs use to register, validate, collate, track, and source CCDR and Service requirements. These tools allow the GFM community to manage and analyze the dynamic set of data required to identify and generate forces to meet validated requirements. Systems often include similar, overlapping data fields that necessitate duplicative entries; AOs should not assume automatic cross-system data sharing. Table 9-1 summarizes the major systems and tools supporting GFM and Marine Corps force synchronization processes.

System	NIPR/SIPR	Principal Users	Purpose
JCRM	SIPR	CCDRs, JS, PP&O, MARFORCOM	Used to register and track CCDR Operations (force) requirements
LOGBOOK	SIPR	JS, PP&O, MARFORCOM	Used to submit sourcing solutions for CCDR requirements
JOPES	SIPR	JS, PP&O, MARFORs, MEFs, and SE	Used to plan, assign, and track lift requirements through planning, sourcing, and execution of force deployment & redeployment
JTIMS	SIPR	CCDRs, JS, MARFORs	Used to register CCDR & Joint Exercise requirements and associated sourcing solutions
JNTC Agreements List	NIPR	JS J-7, Services, USSOCOM	Used to register and track JNTC exercise force requests
TSCMIS	SIPR	CCDR, MARFORs	Used to register & track TSC events
FMTS	SIPR	CCDRs, JS, M&RA, MARFORs	Used to register JMD/JIA requirements
USMC Force Synch Playbook	SIPR	USMC-wide	Used to tracks all USMC requirements & associated sourcing solutions
JIA Playbook	SIPR	M&RA, MARFORCOM	Used to track USMC JMD/JIA requirements & associated sourcing solutions
Slider	SIPR	USMC-wide	Graphical presentation of employment decisions and effects
MCFAPS	NIPR	M&RA, MARFORCOM	Tracks Marine Corps Individual Augment requirements and sourcing

Table 9-1.--Force Synchronization Systems & Tools

2. Joint Capabilities Requirements Manager (JCRM). JCRM is a classified, web-based tool and is DoD's program of record and database for all CCDR operational force requirements. CCDRs use JCRM to register, staff, and record rotational and emergent operations (unit and capability-based force) and JIA requirements. JCRM JIA data is imported from the FMTS. The JS, JFPs, JFC, JFM and Force Providers (FPs) use JCRM to administer, plan, and manage the allocation process. Per reference (e), JCRM consists of four modules that allow users to electronically document both requirements and associated sourcing recommendations. JCRM is maintained by JS J-3.

3. Logbook. The JS J-35S sends Logbooks to Services and other force providers in order to source CCDR Operations or JIAs requirements registered in JCRM. Logbook is a collaborative, web-based tool used by all organizations involved in the GFM process to formally send, answer, and record requests for information (RFIs), force tracking numbers (FTNs), RFFs, and JIAs. Logbook enables shared viewing of current and archived force sourcing actions. JFPs and Services use Logbook to receive RFIs, answer RFIs, and submit sourcing recommendations in response to validated requirements registered in JCRM.

4. Joint Operation Planning and Execution System (JOPES). JOPES is a suite of applications designed to satisfy CCDR information needs in order to conduct Joint planning and operations. TPFDD is a key JOPES product. JOPES is used to monitor, plan, and execute mobilization, deployment, employment, and sustainment activities associated with Joint operations. JOPES is used by the JS and across the Marine Corps (as well as other Services) to plan, track, and execute transport, deployment, and redeployment of forces and capabilities to meet CCDR operational timelines. Forces and capabilities movement/flow planning should be closely linked with developing sourcing solutions. Data from JCRM and other systems directly feed into JOPES and TPFDD development. CCDRs and MARFORs promulgate LOIs providing guidance on movement and lift planning parameters which are enforced during sourcing solution development. During sourcing solution implementation/execution, supporting commanders use JOPES to ensure that supported commanders receive timely and complete capabilities and support required to accomplish the mission.

5. Joint Training Information Management System (JTIMS). JTIMS is a web-based tool that has multiple uses regarding joint training; it supports training event planning, coordination, execution and assessment. It is the authoritative database for CCDRs and Services to coordinate the use of exercise forces. Supported CCDRs enter assigned and previously allocated forces to be used to support an exercise as well as additional forces and capabilities required to support the exercise. MARFORCOM uses data from JTIMS to populate the USMC Force Synchronization Playbook. Principal users include CCDRs, JS, and MARFORs. MARFORPAC's User Group includes Service exercises. MARFORCOM's User Group includes JNTC- accredited Marine Corps Service events.

6. Joint National Training Capability (JNTC) Agreements List. The agreements list is a web-based Access database used in support of the JNTC. Services and USSOCOM enter and track exercise force requirements in the database.

7. Global Theater Security Cooperation Management Information System (G-TSCMIS). G-TSCMIS is a MIS, designed to manage security cooperation (SC) data from the initial event or activity entry to the completion and assessment phases. It is a data management resource for all CCDRs, military service chiefs, defense agency directors, the OSD, and the JS. G-TSCMIS provides a common link between the various Armed Forces SC lines of effort, and enables decision-makers and SC planners to prioritize, support, and align SC activities. G-TSCMIS is the DoD's authoritative data system (ADS) for theater security cooperation. Future iterations of G-TSCMIS will enable TSC planners to import data from and export data to other various DoD ADSs used in the GFM process, to include JCRM and JTIMS.

8. Fourth Estate Manpower Tracking System (FMTS). This JS managed, web based system records JMD and JIA demand. Functionally, FMTS allows a CCDR staff, Joint Task Force (JTF), or Service component to draft, review, and endorse JMDs, which are forwarded to CCDR staffs for review and modification and approval of each position. The system exports JMD data to JCRM for visibility

of JIA demand. For more information about FMTS see reference (e). FMTS was previously known as the Electronic Joint Manpower and Personnel System (eJMAPS). FMTS is a management information system and system of record that provides an automatic method to coordinate manpower changes and track personnel at the JS, CCMD, and other joint activities.

9. <u>USMC Force Synchronization Playbook (Playbook)</u>. Playbook is a SIPRNET-based web application developed and hosted by MARFORCOM and used by HQMC Plan, Policies and Operations (PP&O) division, MARFORs, MEFs and the SE to register, track, and source requirements for Marine Corps forces and capabilities. PP&O and MARFORCOM update Playbook while MEFs and MARFORs view it. Playbook has a requirements/events-based orientation and depicts registered Marine Corps operational requirements and their associated sourcing solutions in cellular table and TEEP formats. Playbook serves as the living MCBUL 3120. Requirements contained in Playbook are grouped according to AOR. Every AOR is sub-divided by FY and specific types of events (CCDR operations, exercises, service training events, etc.) listed by groups of requirements. Within each event, requirements are task organized according to the elements of the MAGTF.

10. <u>Joint Individual Augment (JIA) Playbook</u>. The JIA Playbook is distinct from the Marine Corps Force Synchronization Playbook. The JIA Playbook is an Excel-based document managed exclusively by the MARFORCOM G-1 to track JIA requirements and sourcing. JIA-related modifications to the GFMAP are captured in the JIA Playbook, which reflects historical and current status of Marine Corps JIA requirements. Data in the JIA Playbook reflects data in FMTS. Principal users include Manpower and Reserve Affairs (M&RA) and MARFORCOM.

11. <u>Slider</u>. Slider is a Windows desktop application with a unit-based orientation. Slider depicts unit activities, including training, deployments, and dwell information. Data extracted from Playbook is manually fed into Slider by the MARFORCOM Force Analysis branch and posted for dissemination. This application provides users with graphical tools they can use to build, manipulate, display, and analyze top-level employment schedules for Fleet Marine Forces

12. <u>Marine Corps Force Augmentation Processing System (MCFAPS) Manpower Requirements Tracking Module (MRTM)</u>. This web-based system tracks the approval and sourcing status of all individual manpower requirements. MCFAPS was initially developed for Reserve mobilization processing, but has been expanded to include a MRTM on the Non-Secure Internet Protocol Router Network (NIPRNET), a Sourcing Module, an Order Writing Module, and an Augmentation Management Module in addition to the Processing Module (PM) on the NIPRNET. Principal users include DC M&RA Manpower Management Integration Branch (MMIB-2) Branch and MARFORCOM.

13. <u>Others</u>. Numerous tools have been developed at the MARFOR, MEF, and major subordinate command levels to help identify, track, and source requirements. Tools such as TEEPs are used throughout the Marine Corps to capture requirements, schedules, and training data not included in systems discussed above. Some of these tools feed larger systems such as JCRM or the USMC Force Synchronization Playbook.

Chapter 10

Componency and Command Relationships

1. <u>Purpose</u>. Effective command relationships ensure forces are employed in accordance with their capabilities and duly authorized to accomplish their mission in line with the CCDR's operational vision. When forces are transferred (i.e., allocated) to meet CCDR requirements, the command relationship the gaining commander will exercise over those forces must be specified. Establishing unity of command is critical to achieving effective C2. CCDRs coordinate with their Service component commanders to organize forces to accomplish assigned missions. Marine Corps forces respond to the orders of the CCDR in the operational chain of command, as well as the commander in their Service chain of command. The Marine Corps Service component is responsible for advising on the proper employment and sustainment of all Marine forces in theater supporting a CCDR. Additional detail with regard to Marine Corps componency is provided in reference (h).

2. <u>Defining Command Relationships</u>. Command relationships are expressed in terms of authority and responsibility and include requirements for exercising coordination and support. When forces are transferred, command relationships between the force and gaining commander must be specified and established. The DEPORD or EXORD specifies the purpose of the support, the effect desired, and the scope of the action to be taken. Command relationships are ultimately approved by SecDef following adjudication and risk analysis then put into effect when forces arrive in theater and report to their chain of command. The employing commander may publish guidance to amplify the command relationship based on changing conditions during the mission. Command relationships established for employment of the RC are dynamic and undergo changes throughout activation process. For information regarding RC command relationships, see Chapter 6 of this enclosure.

3. <u>Establishing Command Relationships</u>. The C2 construct is based on the CCDR's employment planning guidance contained in the CONOPS, which also informs development of sourcing solutions. CCDR requirements are identified and grouped by task. MARFORCOM determines which forces have capacity to perform tasks, then coordinates with DC PP&O and employing MARFORs to determine the C2 (level of command/complexity) required to accomplish the mission. Command relationships are established within the following construct:

    a. <u>Concept of Operations (CONOPS)/Requirements Shaping</u>. The CCDR, in coordination with the MARFOR and/or service headquarters, establishes the requirement and articulates a proposed force concept of employment. The requesting MARFOR helps shape the requirement to ensure it addresses the tasks and capabilities the Marine Corps can source against. It is preferable for command relationships below OPCON to be defined in the DEPORD to include the MARFOR's vision of required force structure; however, further analysis and sourcing solution coordination may reveal a need for a different arrangement to employ the force, which may mean altering/adjusting proposed command relationships.

    b. <u>Sourcing Solution</u>. The Service headquarters, requesting MARFOR, and force providers propose a sourcing solution. The requesting MARFOR may define an initial command relationship in the requirement, however, it may change during the course of sourcing.

c. Execution. The DEPORD and other authorities convey DC PP&O-approved command relationships. PTDO may define the command relationship, and forces are ordered to report pending SecDef approval, then subsequently receive and EXORD directing execution of the mission and finalizing/solidifying the command relationship.

4. Considerations When Establishing Command Relationships Include:

a. The supported commander's concept of employment within the CONOPs.

b. Size of force deemed necessary to accomplish the mission.

c. Specific mission and tasks.

d. Capability and force requirements.

e. Politics/intra and inter-Service dynamics.

f. Available resources/force and reserve readiness.

g. Force organization and location.

5. Types of Command Relationships. Per references (e) and (w), command relationships are defined below in terms of command authorities:

a. Combatant Command (COCOM)

(1) Nontransferable command authority established by Title 10 ("Armed Forces"), U.S.C., Section 164, exercised only by commanders of CCMD unless otherwise directed by the President or the SecDef. COCOM cannot be delegated and 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 that CCDR.

(2) COCOM should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate Joint force commanders and Service and/or functional component commanders. COCOM provides full authority to organize and employ commands and forces as the CCDR considers necessary to accomplish assigned missions.

b. Operational Control (OPCON)

(1) OPCON may be exercised by commanders at any echelon at or below the level of CCMD. OPCON is inherent in COCOM and may be delegated within the command. OPCON is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. OPCON includes authoritative direction over all aspects of military operations and Joint training necessary to accomplish missions assigned to the command.

(2) OPCON should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate Joint force commanders (e.g. JTF) and Service component commanders. OPCON normally provides full authority to organize commands and forces and to

employ those forces as the commander in operational control considers necessary to accomplish assigned missions; it does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training.

(3) The CCDR delegates OPCON of allocated Marine Corps forces to the Marine Component Commander. OPCON does not include ADCON. SecDef approval is needed in order to delegate OPCON/Tactical Control (TACON) outside the Service.

c. Tactical Control (TACON)

(1) Authority over assigned or attached forces or commands, or military capability or forces made available for tasking, that is limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish missions or tasks assigned. TACON is inherent in OPCON.

(2) TACON may be delegated to, and exercised at, any level at or below the level of CCMD. TACON provides sufficient authority for controlling and directing the application of force or tactical use of combat support assets within the assigned mission or task.

(3) Marine Corps forces are normally placed under a functional component commander TACON for operational employment. TACON is transferred inherently when the SecDef assigns forces to the supported commander. TACON cannot be altered without appropriate authorization.

d. Administrative Control (ADCON)

(1) Direction or exercise of authority over subordinate or other organizations in respect to administration and support, including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations.

(2) Unless otherwise specified, ADCON may be delegated and exercised by commanders of Service forces assigned to a CCDR at any echelon at or below the level of Service component commander. ADCON is subject to the command authority of CCDRs exercising COCOM over assigned forces.

e. Support. Support is a command authority. A support relationship is established by a common superior commander between subordinate commanders when one organization should aid, protect, complement, or sustain another force. Support may be exercised by commanders at any echelon at or below the CCMD level.

(1) The designation of supporting relationships is important as it conveys priorities to commanders and staffs that are planning or executing joint operations. The establishing authority is responsible for ensuring that both the supported commander and supporting commanders understand the degree of authority that the supported commander is granted.

(2) The supported commander should ensure that supporting commanders understand the assistance required. The supporting commanders will provide the assistance needed, subject to a supporting commander's existing

capabilities and other assigned tasks. When a supporting commander cannot fulfill the needs of the supported commander, the establishing authority will be notified by either the supported commander or a supporting commander. The establishing authority is responsible for determining a solution. Unless limited by the establishing directive, the supported commander will have the authority to exercise general direction of the supporting effort. General direction includes the designation and prioritization of targets or objectives, timing and duration of the supporting action, and other instructions necessary for coordination and efficiency.

(3) The supporting commander is responsible to ascertain the needs of the supported force and take action to fulfill them within existing capabilities, consistent with priorities and requirements of assigned tasks. The supporting commander determines the forces, tactics, methods, procedures, and communications to be employed in providing this support. The supporting commander will advise and coordinate with the supported commander on matters concerning the employment and limitations of such support, assist in planning for the integration of such support into the supported commander's effort as a whole, and ensure that support requirements are appropriately communicated within the supporting commander's organization.

f. <u>Coordinating Authority</u>. A commander or individual assigned responsibility for coordinating specific functions or activities involving forces of two or more Military Departments, two or more Joint force components, or two or more forces of the same Service. Coordinating authority is a consultation relationship, not an authority through which command may be exercised. Coordinating authority is more applicable to planning and similar activities than to operations.

g. <u>Direct Liaison Authority DIRLAUTH</u>. Authority granted by a commander (any level) to a subordinate to directly consult or coordinate an action with a command or agency within or outside of the granting command. DIRLAUTH is more applicable to planning than operations and always carries with it the requirement of keeping the commander granting DIRLAUTH informed. DIRLAUTH is a coordination relationship, not an authority through which command may be exercised.

APPENDIX A

Glossary of Terms and Abbreviations

AC	Active Component
ACE	Aviation Combat Element
ADCON	Administrative Control
ADOS	Active Duty Operational Support
ADP	Automated Data Processing
ADS	Authoritative Data System
ALERTORD	Alert Order
AMHS	Automated Message Handling System
AO	Action Officer
AOR	Area of Responsibility
APP	Aviation Plans, Programs, Doctrine, Budget, and Joint/Congressional Matters Branch
AR	Active Reserve
AT	Annual Training
AV-8B	Boeing V/STOL ground-attack aircraft
BISOG	Blue in Support of Green
BOG	Boots on the Ground
BOL	BUPERS on-line
BUMED	Bureau of Medicine and Surgery
CCDR	Combatant Commander
CCIF	Combatant Commander Initiative Funds
CCMD	Combatant Command
CDRUSSOCOM	Commander, U.S. Special Operations Command
CE2	Combatant Commander Exercise Exchange
CJCS	Chairman of the Joint Chiefs of Staff
CMC	Commandant of the Marine Corps
CNO	Chief of Naval Operations
COCOM	Combatant Command (Command Authority)
COMMARSOC	Commander, U.S. Marine Corps Special Operations Command
COMMARFORCENT	Commander, U.S. Marine Corps Forces Central Command
COMMCICOM	Commander, Marine Corps Installations Command
COMREL	Community Relations
CONOPS	Concept of Operations
CONPLAN	Concept Plan
CONUS	Continental United States
CSP	Campaign Support Plan
D2D	Deployment to Dwell Ratio
DC AVN	Deputy Commandant, Aviation
DC CD&I	Deputy Commandant, Combat Development & Integration
DC I&L	Deputy Commandant, Installations & Logistics
DC I&L/LPO	Logistics Plans & Operations Branch
DC M&RA	Deputy Commandant, Manpower & Reserve Affairs
DC PP&O	Deputy Commandant, Plan, Policies & Operations
DCCEP	Developing Countries Combined Exercise Program
DEPORD	Deployment Order
DIRLAUTH	Direct Liaison Authority
DIROPS	Director of Operations

DoD	Department of Defense
DSCA	Defense Support of Civil Authorities
EAD	Earliest Arrival Date
EDL	Equipment Density List
eJMAPS	electronic Joint Manpower and Personnel System
EOS	General Officer Executive Off-Site
EDIPI	Electronic Data Interchange Personal Identifier
EXORD	Execution Order
FDE	Force Deployment Execution
FDP	Force Deployment Planning
FDP&E	Force Deployment Planning & Execution
FMTS	Fourth Estate Manpower System
FO	Flag Officer
FOS	Feasibility of Support
FP	Force Provider
FRN	Force Requirement Number
FTN	Force Tracking Number
FY	Fiscal Year
GEF	Guidance for Employment of the Force
GENSER	General Service
GFM	Global Force Management
GFMAP	Global Force Management Allocation Plan
GFMB	Global Force Management Board
GFMIG	Global Force Management Implementation Guidance
GO	General Officer
GO/FO	General Officer/Flag Officer
HA/DR	Humanitarian Assistance/Disaster Relief
HCA	Humanitarian and Civic Assistance
HQMC	Headquarters U.S. Marine Corps
HSAP	Health Service Augmentation Program
HTC	Home Training Center
I MEF	1st Marine Expeditionary Force
II MEF	2nd Marine Expeditionary Force
III MEF	3rd Marine Expeditionary Force
ILO	In Lieu Of
ILOC	Intermediate Location
IMA	Individual Mobilization Augmentee
IRR	Individual Ready Reserve
SA	Service Augmentee
IT	Inland Transportation
ITX	Integrated Training Exercise
J/RSO&I	Joint/Reception, Staging, Onward Movement, and Integration
JCRM	Joint Capabilities Requirements Manager
JEP	Joint Exercise Program
JETP	Joint Exercise Transportation Program
JFC	Joint Force Coordinator
JFM	Joint Functional Manager
JFP	Joint Force Provider

JIA	Joint Individual Augmentation/Augmentee
JMD	Joint Manning Document
JNTC	Joint National Training Capability
JOD-GFM	Joint Operations Division Global Force Management
JOPES	Joint Operation Planning & Execution System
JS	Joint Staff
JS J-1	Personnel and Manpower Directorate
JS J-3	Operations Directorate
JS J-35S	Joint Force Coordinator Department
JS J-35N	Joint Operations Department
JS J-5	Strategic Plans & Policy Directorate
JS J-7	Operational Plans & Joint Force Development Directorate
JS J-8	Force Structure, Resources, and Assessment Directorate
JSCP	Joint Strategic Campaign Plan
JST	Joint and Service Training Branch
JTF	Joint Task Force
JTIMS	Joint Training Information Management System
LAD	Latest Arrival Date
LCE	Logistics Combat Element
LOI	Letter of Instruction
LSE	Large Scale Exercise
MAGTF	Marine Air-Ground Task Force
MARDIV	Marine Division
MARFOR	Marine Corps Forces
MARFOR G-1	MARFOR Manpower Management Directorate
MARFOR G-2	MARFOR Intelligence Directorate
MARFOR G-3/5/7	MARFOR Plans & Operations Directorate
MARFOR G-4	MARFOR Logistics Directorate
MARFOR G-6	MARFOR Communications Directorate
MARFORCOM	U.S. Marine Corps Forces Command
MARFORPAC	U.S. Marine Corps Forces Pacific
MARFORRES	U.S. Marine Corps Forces Reserve
MARSOC	U.S. Marine Corps Forces Special Operations Command
MCBUL	Marine Corps Bulletin
MCCDC	Marine Corps Combat Development Command
MCFAPS	Marine Corps Force Augmentation Processing System
MCICOM	Marine Corps Installations Command
MCLC	Marine Corps Logistics Command
MCO	Major Combat Operations (also: Marine Corps Order)
MCOTEA	Marine Corps Operational Test & Evaluation Activity
MCRC	Marine Corps Recruiting Command
MCSC	Marine Corps Systems Command
MCSCP	Marine Corps Service Campaign Plan
MCWL	Marine Corps Warfighting Lab
MEF	Marine Expeditionary Force
MEP	Mobilization Employment Period
MET	Mission Essential Task
MEU	Marine Expeditionary Unit
MLG	Marine Logistics Group
MMIB-2	Manpower Management Integration Branch
MOBCOM	Marine Corps Mobilization Command
MOS	Military Occupational Specialty

MPMC	Military Personnel Marine Corps
MRTM	Manpower Requirements Tracking Module
MSC	Major Subordinate Command
MTNEx	Mountain Exercise
NATO	North Atlantic Treaty Organization
NDS	National Defense Strategy
NG	National Guard
NIPRNET	Non-classified Internet Protocol (IP) Router Network
NMCMPS	Navy Marine Corps Mobilization Processing System
NMS	National Military Strategy
NSS	National Security Strategy
OUSMCC	Office of U.S. Marine Corps Communications
O&MMC	Operations & Maintenance Marine Corps
OCONUS	Outside Continental United States
OLA	Office of Legislative Affairs
OMMC	Marine Corps Operations & Maintenance
OPCON	Operational Control
OPFOR	Fleet Marine Forces
OPLAN	Operational Plan
OPNAV	Office of the Chief of Naval Operations
OPTEMPO	Operational Tempo
OSD	Office of the Secretary of Defense
PfP	Partnerships for Peace
PII	Personally Identifiable Information
PM	Processing Module
POD	Port of Debarkation
POE	Port of Embarkation
POM	Program Objective Memorandum
PP&O PL	Plans, Policies, & Operations, Plans and Strategy Division
PP&O PO	Plans, Policies, & Operations, Operations Division
PPBE	Planning, Programming, Budgeting & Execution
PTDO	Prepare to Deploy Order
PTP	Pre-deployment Training Program
RC	Reserve Component
RDD	Required Delivery Date
RFC	Request for Capabilities
RFF	Request for Forces
RFI	Request for Information
RPMC	Reserve Personnel Marine Corps
RTN	Requirement Tracking Number
SA	Service Augment
SDOB	Secretary of Defense Orders Book
SE	Marine Corps Supporting Establishment
SECDEF	Secretary of Defense
SECNAV	Secretary of the Navy
SELRES	Select Reserve
SIF	Service Incremental Funds
SIPRNET	Secret Internet Protocol (IP) Router Network

T&E	Test & Evaluation
T/O	Table of Organization
T/O&E	Table of Organization & Equipment
TACON	Tactical Control
TAD	Temporary Additional Duty
TAI	Tactical Air Integration
TALONEX	Talon Exercise
TCA	Traditional Commander Activities
TECOM	Training & Education Command
TEEP	Training & Exercise Employment Plan
TMIC	Tactical MAGTF Integration Course
TPFDD	Time Phased Force Deployment Data
TSC	Theater Security Cooperation
TSCMIS	Theater Security Cooperation Management Information System
U.S.C.	United States Code
UCP	Unified Command Plan
UDP	Unit Deployment Program
UIC	Unit Identification Code
ULN	Unit Line Number
USFF	United States Navy Fleet Forces Command
USINDOPACOM	United States Indo-Pacific Command
USMC	United States Marine Corps
USMCR	United States Marine Corps Reserve
USSOCOM	United States Special Operations Command
USTRANSCOM	U.S. Transportation Command
UUNS	Urgent Universal Needs Statement
WJTSC	Worldwide Joint Training Scheduling Conference

APPENDIX B

Definitions

Action Officer (AO) - Also called staff member (staffer). AOs shape information and submit recommendations to senior decision makers, that when approved become decisions.

Administrative Control (ADCON) - Direction or exercise of authority over subordinate or other organizations with respect to administration and support, including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations. (JP 1-02) Unless otherwise specified, ADCON is exercised through the combatant-level Marine Corps commander to whom the forces are assigned.

Alert - A warning received by a unit or headquarters that forewarns of an impending operational mission. (JP 1-02) In the context of GFM, RC forces can be alerted up to 24 months prior to mobilization.

Alert Order (ALERTORD) - (1) A crisis action planning directive from the Secretary of Defense, issued by the Chairman of the Joint Chiefs of Staff, that provides essential guidance for planning and directs the initiation of execution planning for the selected course of action authorized by the Secretary of Defense. (2) A planning directive that provides essential planning guidance and directs the initiation of execution planning after the directing authority approves the military course of action. An alter order does not authorize execution of the approved course of action. (JP 1-02)

Allocated Forces - Those forces and resources provided by the President or Secretary of Defense for execution.

Allocation - (1) The resources provided to the commander of a unified command by the President and Secretary of Defense, with advice from the Chairman of the Joint Chiefs of Staff in consultation with other members of the Joint Chiefs of Staff, for execution. Forces and resources are allocated through the JOPES documentation such as a warning order or deployment order (GFMIG). (2) Distribution of limited forces and resources for employment among competing requirements. See also apportionment. (JP 5-0, JP 1-02)

Apportioned Forces - Those forces and resources assumed to be available for deliberate planning as averaged over the FY. They may include those assigned, those expected through mobilization, and those programmed. They are apportioned by the Global Force Management Implementation Guidance, Section IV, and Apportionment of Forces.

Apportionment - (1) The designation of forces and resources to a CCDR for deliberate planning (GFMIG). (2) In the general sense, distribution of forces and capabilities as the starting point for planning. (JP 5-0, JP 1-02)

Assigned Forces - Those forces and resources that have been placed under the Combatant Command (command authority) of a unified commander by the direction of the Secretary of Defense in his "Forces for Unified Commands Memorandum" ("Forces For" memorandum) in accordance with Title 10 U.S.C., section 162.

Forces and resources so assigned are available for normal peacetime operations of that command.

Assignment - Title 10 U.S. Code (U.S.C.) Sections 161, 162, and 167 outline force assignment guidance and requirements. The President, through the UCP, instructs SecDef to document his direction for assigning forces published annually in the Forces for Unified Commands Memorandum (odd number years) and the GFMIG (even numbered years). Pursuant to Title 10, U.S.C., Section 162, the Secretaries of the Military Departments shall assign forces under their jurisdiction to unified and specified combatant commands to perform missions assigned to those commands.

Attached Forces - Forces temporarily placed under the OPCON or TACON of a CCDR.

Augmentation Forces - Forces to be transferred from a supporting CCDR to the Combatant Command (command authority) or operational control of a supported CCDR during execution of an operation order approved by the President or the Secretary of Defense. (JP 1-02)

Availability - Capabilities or forces that are (or can be) trained, equipped, resourced, and ready for deployment to fulfill a CCDR's operational requirements in accordance with that commander's established timelines, or as designated by the JFC.

Blue in Support of Green (BISOG) - This category of requirements includes requests for Navy personnel to support Marine Corps operations. This normally includes requests for medical, chaplain, or dental personnel in support of deploying Marine Corps units. BISOG requirements are coordinated with the Navy Staff (OPNAV) and U.S. Fleet Forces Command.

Capability - The ability to execute a specified course of action. (JP 1-02)

Combatant Command (Command Authority) (COCOM) — Non-transferable command authority established by Title 10 ("Armed Forces"), United States Code, Section 164, exercised only by commanders of unified or specified combatant commands unless otherwise directed by the President or the Secretary of Defense. Combatant command (command authority) cannot be delegated and is the authority of a combatant commander 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. Combatant command (command authority) should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate Joint force commanders and Service and/or functional component commanders. Combatant command (command authority) provides full authority to organize and employ commands and forces as the combatant commander considers necessary to accomplish assigned missions. Operational control is inherent in combatant command (command authority). (JP-1)

Command and Control (C2) - The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating,

and controlling forces and operations in the accomplishment of the mission. (JP 1)

Committed - Forces fulfilling specific missions or requirements in support of a CCDR, including rotational, allocated, and certain forward-based forces.

Community Relations (COMREL) - This category of requirements supports community outreach, recruiting, and legislative events including Fleet Weeks and Marine Corps participation in air shows, equipment demonstrations, and festivals.

Contingency Operations — A military operation that is either designated by the Secretary of Defense as a contingency operation or becomes a contingency operation as a matter of law (Title 10, United States Code, Section 101[a] [13]). It is a military operation that: a) is designated by the Secretary of Defense as an operation in which members of the Armed Forces are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing force; or b) is created by definition of law. Under Title 10, United States Code, Section 101 (a)(13)(B), a contingency operation exists if a military operation results in the (1) call-up to (or retention on) active duty of members of the uniformed Services under certain enumerated statutes (Title 10, United States Code, Sections 688, 12301[a], 12302, 12304, 12305, 12406, or 331-335); and the call-up to (or retention on) active duty of members of the uniformed Services under other (non-enumerated) statutes during war or national emergency declared by the President or Congress. (JP 1)

Component - One of the subordinate organizations that constitute a Joint force. Normally a Joint force is organized with a combination of Service and functional components. (JP 1)

Concept Plan - In the context of Joint operation planning level 3 planning detail, an operation plan in an abbreviated format that may require considerable expansion or alteration to convert it into a complete operation plan or operation order. (JP 1-02)

Conventional Forces - (1) Those forces capable of conducting operations using nonnuclear weapons. (2) Those forces other than designated special operations forces. (JP 3-05)

Coordinating Authority — A commander or individual assigned responsibility for coordinating specific functions or activities involving forces of two or more Military Departments, two or more Joint force components, or two or more forces of the same Service. The commander or individual has the authority to require consultation between the agencies involved, but does not have the authority to compel agreement. In the event that essential agreement cannot be obtained, the matter shall be referred to the appointing authority. Coordinating authority is a consultation relationship, not an authority through which command may be exercised. Coordinating authority is more applicable to planning and similar activities than to operations. (JP 1)

Defense Support of Civil Authorities (DSCA) - Support provided by the U.S. Federal military forces, DoD civilians, DoD contract personnel, DoD Component assets, and National Guard forces (when the Secretary of Defense, in coordination with (ICW) the governors of the affected states, elects and requests to use those forces in Title 32, U.S.C., status) in response to requests for assistance from civil authorities for domestic emergencies, law

enforcement support, and other domestic activities, or from qualifying entities for special events (DoD 3025.18 DSCA Directive (29 December, 2010)).

Demobilization - The process of transitioning a conflict or wartime military establishment and defense-based civilian economy to a peacetime configuration while maintaining national security and economic vitality. (JP 1-02)

Deployment Order (DEPORD) — A planning directive from the Secretary of Defense, issued by the Chairman of the Joint Chiefs of Staff, that authorizes and directs the transfer of forces between combatant commands by reassignment or attachment. A deployment order normally specifies the authority that the gaining combatant commander will exercise over the transferred forces. (JP 5- 0)

Deployment Planning — Operational planning directed toward the movement of forces and sustainment resources from their original locations to a specific operational area for conducting the Joint operations contemplated in a given plan. Encompasses all activities from origin or home station through destination, specifically including intra-continental United States, inter-theater, and intra-theater movement legs, staging areas, and holding areas. (JP 5-0)

D2D Ratio - Where deployment is the time away and dwell is the time spent at home. An operational deployment begins when the simple majority of a unit, detachment or individual departs homeport/station/base or departs from an en-route training location to meet a SecDef-approved operational requirement. SecDef-approved operational requirements are in the annual GFMAP and modifications, EXORDs, OPLANs, or concept plans approved by the Secretary of Defense. An operational deployment ends when the simple majority of the unit/detachment/individuals arrive back at their homeport/station/base. Forces operationally deployed by SecDef orders at their home station or in PTDO status at home station are not operationally deployed.

Direct Liaison Authorized (DIRLAUTH) — That authority granted by a commander (any level) to a subordinate to directly consult or coordinate an action with a command or agency within or outside of the granting command. DIRLAUTH is more applicable to planning than operations and always carries with it the requirement of keeping the commander granting DIRLAUTH informed. DIRLAUTH is a coordination relationship, not an authority through which command may be exercised. (JP 1- 02)

Earliest Arrival Date (EAD) - A day, relative to C-day, specified by a planner as the earliest date when a unit, a resupply shipment, or replacement personnel can be accepted at a port of debarkation during a deployment. Used with the LAD, it defines a delivery window for transportation planning.

Emergent Requirement - New requirements for additional forces. Emergent requirements are submitted as RFFs or RFCs. Emergent requirements must go through the same validation and analysis as annual requirements, but emergent requirements are handled on a case by case basis by the JS and Services via the SDOB process.

Employment - Strategic, operational, or tactical use of forces. (JP 5-0)

Execute Order (EXORD) - (1) An order issued by the Chairman of the Joint Chiefs of Staff, at the direction of the Secretary of Defense, to implement a

decision by the President to initiate military operations. (2) An order to initiate military operations as directed. (JP 1-02)

Feasibility of Support (FOS) - A FOS is a Joint and/or Marine Corps query to determine the availability, readiness, and commitment of specified forces and/or capabilities. The FOS can be generated by any Marine Corps command, is typically transmitted via official message traffic, and serves as a means to gather information, but is not directive. Responses, agreements, or information exchanged during FOS staffing actions must be codified in a DEPORD or other directive document to compel action. The FOS process is detailed in Chapter 5 of enclosure (2).

Force - An aggregation of military personnel, weapons systems, equipment, and necessary support, or a combination thereof. (JP 1-02)

Force Closure - The point in time when a supported Joint force commander determines that sufficient personnel and equipment resources are in the assigned operational area to carry out assigned tasks. (JP 3-35)

Force Deployment - The relocation of forces and material to desired operational areas. It encompasses all activities from origin or home station through destination, specifically including intra-continental United States, inter-theater, and intra-theater movement legs, staging, and holding areas. (JP 1-02)

Force Flow - The process of getting forces and material deployed in support of an operation, including routing, movement data for cargo and personnel, mode of transport, and priorities to indicate desired sequencing for arrival at the destination.

Force Generation - Per reference (a), a Service process that focuses the efforts of HQMC, the SE, and the Fleet Marine Forces toward efficiently and effectively preparing designated Marine Corps personnel and units in a timely manner for specific operational deployments/employment. Per reference (a), force synchronization is the first phase of force generation.

Force Management - The process involving activities encompassing prioritization of requirements against available capabilities, which would include non-unit capabilities and/or skills such as language, regional, and cultural proficiency assets.

Force Planning — (1) Planning associated with the creation and maintenance of military capabilities. It is primarily the responsibility of the Military Departments, Services, and US Special Operations Command and is conducted under the administrative control that runs from the Secretary of Defense to the Military Departments and Services. (2) In the Joint Operation Planning and Execution System, the planning conducted by the supported combatant command and its components to determine required force capabilities to accomplish an assigned mission, as well as by the Military Departments, Services, and Service component commands of the combatant commands, to develop forces lists, source and tailor required force capabilities with actual units, identify and resolve shortfalls, and determine the routing and time-phasing of forces into the operational area. (JP 5-0/JP 1-02)

Force Providers (FPs) - FPs include Secretaries of the Military departments, CCDRs with assigned forces, U.S. Coast Guard, DoD Agencies, and OSD

organizations that provide force sourcing solutions to CCDR force
requirements.

Force Shortfall - A deficiency in the number of types of units available for
planning within the time required for the performance of an assigned task.
(JP 1-02)

Force Sourcing - The identification of the actual units, their origins, ports
of embarkation, and movement characteristics to satisfy the time-phased force
requirements of a supported commander (JP 1-02). This covers a range of
sourcing methodologies providing CCDRs with requested capabilities. The
intent is to provide the CCDR with the most capable forces based on stated
capability requirements, balanced against risks (operational, future
challenges, force management, institutional) and global priorities. Within
the range of multiple sourcing methodologies, execution and contingency are
most prevalent because the force sourcing process generally results in an end
state in which Partnerships for Peace identify units (UICs) to satisfy a
capability (UTC) requirement for execution or planning. The following
definitions clarify and describe the meaning of these broad categories and
related terms:

    a. Execution Sourced - Forces recommended and identified by JFPs,
assisted by their Service components (who are responsible to coordinate with
their Services). The recommended sourcing solution is reviewed through the
GFM allocation process and becomes sourced when approved by SecDef for the
execution of the approved operation or a potential/imminent execution of an
operation plan or exercise. The JS provides specific guidance for the
selection of forces in the execution sourcing message, including unit
reporting requirements. Execution sourcing of forces may result in a PTDO,
DEPORD or EXORD.

        (1) Units tasked must meet minimum readiness and availability criteria
as directed by the tasking authority.

        (2) Execution sourced forces are considered allocated forces and are
unavailable for use in other plans/operations unless reallocated by SecDef.

        (3) There are four execution force sourcing categories: standard,
Joint, in lieu of, and ad hoc force sourcing solutions.

            (a) Standard Force - A mission ready, joint capable force with
associated table of organization and equipment to execute its core mission.
This force will also have completed core competency training associated with
the RFF's requested capability (ies).

            (b) Joint Force/Capability - Joint sourcing encompasses Services
providing a force/capability in place of another service's core mission. As
in a standard force solution, the capability is performing its core mission.
An example of this is sourcing an Army engineer construction requirement with
a Naval Mobile Construction Battalion unit. Navy is providing a like-type
capability, a capability that is performing its core competency mission, in
the place of another Service's core mission. Joint sourcing may also
encompass a force or capability composed of elements from multiple Services
merged together to develop a single force/capability meeting the requested
capability. Joint sourcing solutions will increase the time required to
properly train, equip and man the force/capability prior to deployment.
Additional challenges include the fact that unlike a standard force, a Joint

sourcing solution may require movement of personnel and/or equipment from various locations to a single locality for consolidation and issuance of equipment. Second, once personnel and equipment are consolidated, familiarization, proper usage, and maintenance practices must also be incorporated into the training regimen to ensure that all members comprising the Joint solution are well versed in required actions for sustaining operability.

(c) In Lieu Of (ILO) - In lieu of sourcing is an overarching sourcing methodology that provides alternative force sourcing solutions when preferred forces sourcing options are not available. An in lieu of force/capability is a standard force, including associated table of organization and equipment, which is deployed/employed to execute missions and tasks outside its core competencies. The force can be generated by normal FPs or be a result of a change of mission(s) for forward-deployed forces. An example of this is taking an existing artillery battery, providing it a complete training and equipment package, and then deploying it to fill a transportation company requirement. In lieu of force/capability solutions will require retraining and in some instances will require re-equipping. In lieu of solutions will increase the time required to properly train, equip, and man the force/capability prior to deployment. Additional challenges include the fact that unlike a standard force, an in lieu of sourcing solution may require movement of personnel and/or equipment from various locations to a single locality for consolidation and issuance of equipment. Second, once personnel and equipment are consolidated, familiarization, proper usage, and maintenance practices must also be incorporated into the training regimen to ensure that all members comprising the Joint solution are well versed in required actions for sustaining operability.

(d) Ad hoc - An ad hoc capability is the consolidation of individuals and equipment from various commands/Services and forming into a deployable/employable entity properly trained, manned, and equipped to meet the CCDR's requirements. Ad-hoc solutions will increase the time required to properly train, equip, and man the force/capability prior to deployment. Additional challenges include the fact that unlike a standard force, an ad-hic sourcing solution will require movement of personnel and/or equipment from various locations to a single locality for consolidation and issuance of equipment. Second, once personnel and equipment are consolidated, familiarization, proper usage, and maintenance practices must be incorporated into the training regime to ensure that all members comprising the Joint solution are well versed in required action for sustaining operability.

b. Contingency Sourced Forces - Contingency sourced forces are specific forces identified by JFPs, assisted by their Service Components and the parent Services, which meet the planning requirement at a specified point in time. The JS J-5 provides specific guidance through a list of sourcing assumptions and planning factors contained in the contingency sourcing message. The JFPs have final approval of the sourcing solution and provide the approved solution back to the supported CCDR in the CCDR-requested format. The JS J-5 provides specific guidance for the selection of forces in a contingency sourcing message. JS J-35S will serve as the JFC for identifying and recommending global Joint sourcing solutions.

c. Preferred Forces - Preferred forces are forces identified by the supported CCDR in order to continue employment, sustainment, and transportation planning and assess risk. These forces are planning

assumptions only, are not considered "sourced" units, and do not indicate that these forces will be contingency or execution sourced. (CJCSM 3030.06)

Force Synchronization - A Service process which promotes a holistic approach to resourcing validated requirements through identification, deconfliction, and scheduling of Marine Corps forces through the forming, training, and deployment life-cycle. Directives issued prior to this Order often refer to this process as conventional force synchronization and allocation. Per reference (a), force synchronization is the first phase of the Marine Corps force generation process.

Force Tracking Number (FTN) - An 11-character alphanumeric reference number assigned by supported CCDRs to their requested force capability requirements. FTNs are used to uniquely identify, organize, and manage force capability requirements requested in the GFM force allocation process and support execution of JFP responsibilities. When the FTN is associated with the force capability requirement in record message traffic, JOPES Automated Data Processing (ADP) application, deployment, force tracking, scheduling, and mobilization systems, it creates a simple means to link all information and data for the same FTN.

Forces - Service-designated units and equipment used for deliberate planning.

    a. In-Place Forces - Forces within a CCDR's AOR and under a CCDR's Combatant Command (command authority).

    b. Augmentation Forces - Forces transferred to the operational control of a supported commander during the execution of an operation.

    c. Reinforcement - Reserve forces called to active duty and provided to a CCDR to support plan execution.

Functional Component Command — A command normally, but not necessarily, composed of forces of two or more Military Departments which may be established across the range of military operations to perform particular operational missions that may be of short duration or may extend over a period of time. (JP 1)

Global Force Management (GFM) - A process to align force apportionment, assignment, and allocation methodologies in support of the National Defense Strategy and Joint force availability requirements; present comprehensive visibility of the global availability and operational readiness (to include language, regional, and cultural proficiency of U.S. conventional military forces; globally source Joint force requirements; and provide senior decision makers a vehicle to quickly and accurately assess the impact and risk of proposed allocation, assignment, and apportionment changes.

Global Force Management Allocation Plan (GFMAP) - CJCS document approved by the Secretary of Defense that authorizes force allocations and deployment of forces in support of CCDR force and JIA requirements. Provides details on the type of force or capability allocated and number of units, passengers, or overall AOR presence for each CCDR.

Global Force Management Board (GFMB) - A General Officer/Flag Officer (GO/FO)-level body - consisting of representatives from the JS, the Services, the Office of the Secretary of Defense, and Combatant Commands - organized and managed by the JS to provide senior DoD decision-makers the means to

assess operational impacts of GFM decisions and provide strategic planning guidance. It will principally focus on allocation actions in support of GFM, but it may, as required, address assignment and apportionment issues.

Global Visibility - A current, unobstructed, worldwide view of force/capability inventory and force/capability commitment, availability and readiness, and the ability to readily discern changes in that status.

Service Augmentee (SA) -- An individual augment sourced internally within the Service to meet Service-specific requirements and tasks. It is a position established and validated under approved Service procedures for the purpose of satisfying a grouping of tasks, capable of being performed by one individual, for which no authorized position has been established in the unit's manning documents. (CJCSI 1301.01F)

Joint/Reception, Staging, Onward Movement, and Integration (J/RSO&I) - A phase of Joint force projection occurring in the operational area. This phase comprises the essential processes required to transition arriving personnel, equipment, and materiel into forces capable of meeting operational requirements. (JP 3-35)

Joint Chiefs of Staff - The organization responsible for executing the Global Force Management process. In this role, they execute the following tasks:

   a. Develop policy and guidance to support the Joint Force Provider.

   b. Recommend to the Secretary of Defense the allocation of forces to support Combatant Command RFCs and RFFs.

   c. Assess the strategic risk associated with recommended sourcing options.

   d. Coordinate and recommend to the Secretary of Defense appropriate risk management steps to support sourcing Combatant Command RFCs and RFFs.

Joint Force Coordinator (JFC) - The JS deputy Director for Joint Force Coordination (J-35S DDJFC) is responsible as the Joint Force Coordinator and has three roles as follows:

   a. Joint Force Coordinator responsible to the CJCS for providing recommended sourcing solutions for all validated force and JIA requirements.

      (1) Responsible for coordinating staffing of all force requirements among the JFPs.

      (2) Responsible for consolidating all execution and contingency sourcing recommendations from the JFPs.

      (3) Responsible for staffing draft GFMAP Annexes A-D with all CCDRs, Secretaries of Military departments, and affected DoD Agencies.

   b. Conventional JFP is responsible for identifying and recommending sourcing solutions in coordination with the Secretaries of Military departments, CCDRs, DoD Agencies, JFPs, and JFM for all JIA and conventional force requirements, including Civil Affairs and Military Information Support Operations forces in support of conventional missions. As the JFP for conventional forces, the J-35S JFC will draft the GFMAP Annexes A and D.

c. Lead for the DJ-3 responsible for providing policy and doctrine for GFM allocation.

Joint Functional Manager (JFM) - The organization responsible for planning, integrating, and coordinating specifically designated forces or capabilities for sourcing in coordination with the responsible JFC/JFP. A JFM staffs and develops synchronized sourcing recommendations in response to CCDR requirements in coordination with the Services, CCDRs, and other agencies.

Joint Force Providers (JFPs) - Organizations responsible for recommending to the Joint Chiefs trained and ready capabilities and forces for allocation by the Secretary of Defense to support Combatant Command requirements. The JFP will be assigned by the JS to develop and submit a sourcing recommendation in response to a validated capability or force requirement. The JFP responsibilities should be considered overall management of conventional, SOF, or mobility forces but may or may not include being the FP for a particular requirement. The actual force provider is the CCDR or Service assigned to provide forces of the Secretary of defense via a CJCS deployment order. They execute the following tasks:

a. In coordination with other CCDRs and Services, develop recommended global Joint sourcing solutions, independent of forces assignment, in response to Combatant Commander requirements forwarded by the Chairman of the Joint Chiefs of Staff. Those sourcing solutions are provided as a recommendation to the Joint Chiefs for ultimate SecDef approval and include the following:

(1) Unit(s) identified for sourcing the request.

b. Capability substitution options.

c. Mobilization requirements.

d. A report of applicable risk associated with recommended sourcing options.

e. Coordinate and recommend to the Joint Chiefs actions required to sustain an acceptable level of capabilities or forces needed to respond to validated Combatant Commander requirements.

JIA - An unfunded temporary duty position (or member filling an unfunded temporary duty position) identified on a Joint manning document by a supported CCDR to augment headquarters operations during contingencies. CCDRs will use the individual augmentee process when an individual with a specific skill is required to augment a staff or Joint headquarters Joint manning document when there is no Service unit capable of fulfilling the requirement.

Joint Manning Document (JMD) - A manning document that identifies all manning billets essential to the command and control of a HQ organization. The JMD should only include HQ functions and not base operating support requirements or units below JTF HQs. JMDs for permanent activities with a Joint Table of Distribution (JTD) or Joint Table of Mobilization Distribution (JTMD) should only identify JIA positions for temporary military or DoD personnel. JMDs for activities without a JTD or JTMD (e.g., some JTFs) should identify all positions required for that activity to support the mission. Positions

should be identified as GO/FO Officer, JIA, Unit, Contractor, Coalition, or other government agency fill on the JMD. (CJCSI 1301.01F)

Latest Arrival Date (LAD) - A day, relative to C-day, that is specified by the supported Combatant Commander as the latest date when a unit, a resupply shipment, or replacement personnel can arrive at the port of debarkation and support the concept of operations. Used with the EAD, it defines a delivery window for transportation planning.

Logbook - Used by the JFCs/JFPs/JFM to staff force requirements by individual FTNs, groups of FTNs, RFFs, or JIAs supporting CCMD JMDs.

Marine Air-Ground Task Force (MAGTF) - The Marine Corps principal organization for all missions across the 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 MAGTF are functionally grouped into four core elements: a command element, an aviation combat element, a ground combat element, and a combat service support 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. (JP 1-02)

Military Department - One of the departments within the Department of Defense created by the National Security Act of 1947, as amended, i.e., Air Force, Army, Navy. (JP 1-02)

Military Requirement - An established need justifying the timely allocation of resources to achieve a capability that accomplishes approved military objectives, missions or tasks. (JP 1-02)

Mobilization — (1) The act of assembling and organizing national resources to support national objectives in time of war or other emergencies. See also industrial mobilization. (2) The process by which the Armed Forces or part of them are brought to a state of readiness for war or other national emergency. This includes activating all or part of the RC as well as assembling and organizing personnel, supplies, and materiel. Mobilization of the Armed Forces includes but is not limited to the following categories:

    a. Selective Mobilization — Expansion of the active Armed Forces resulting from action by Congress and/or the President to mobilize RC units, Individual Ready Reservists, and the resources needed for their support to meet the requirements of a domestic emergency that is not the result of an enemy attack.

    b. Partial Mobilization — Expansion of the active Armed Forces resulting from action by Congress (up to full mobilization) or by the President (not more than 1,000,000 for not more than 24 consecutive months) to mobilize Ready RC units, individual reservists, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security.

    c. Full Mobilization — Expansion of the active Armed Forces resulting from action by Congress and the President to mobilize all RC units and individuals in the existing approved force structure, as well as all retired

military personnel, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security. Reserve personnel can be placed on active duty for the duration of the emergency plus six months.

    d. <u>Total Mobilization</u> — Expansion of the active Armed Forces resulting from action by Congress and the President to organize and/or generate additional units or personnel beyond the existing force structure, and the resources needed for their support, to meet the total requirements of a war or other national emergency involving an external threat to the national security. (JP 4-05/JP 1-02)

<u>Operational Control (OPCON)</u> — Command authority that may be exercised by commanders at any echelon at or below the level of combatant command. Operational control is inherent in combatant command (command authority) and may be delegated within the command. Operational control is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control includes authoritative direction over all aspects of military operations and Joint training necessary to accomplish missions assigned to the command. Operational control should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate Joint force commanders and Service and/or functional component commanders. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions; it does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. (JP-1) The CCDR delegates OPCON of allocated USMC forces to the Marine Component Commander, who sets conditions for the MAGTF and is the force provider and sustainer.

<u>Operational Plan (OPLAN)</u> — (1) Any plan for the conduct of military operations prepared in response to actual and potential contingencies. (2) In the context of Joint operation planning level 4 planning detail, a complete and detailed Joint plan containing a full description of the concept of operations, all annexes applicable to the plan, and a time-phased force and deployment data. It identifies the specific forces, functional support, and resources required to execute the plan and provide closure estimates for their flow into the theater. (JP 5-0/JP 1-02)

<u>Playbook</u> - A web application used to register, track, and source Marine Corps forces and capabilities.

<u>Prepare to Deploy Order (PTDO)</u> — An order issued by competent authority to move forces or prepare forces for movement (e.g., increase deployability posture of units). A PTDO specifies a timeframe that the assigned unit must be ready to begin deployment to the mission AOR; for example, a unit on a 96-hour PTDO must have unit equipment and personnel ready to load and begin moving toward the mission AOR within 96 hours. (JP 5-0/CJCSM 3130.06)

<u>Readiness</u> — The ability of United States military forces to fight and meet the demands of the national military strategy. Readiness is the synthesis of two distinct but interrelated levels. (1) Unit readiness — The ability to provide capabilities required by the combatant commanders to execute their assigned missions. This is derived from the ability of each unit to deliver

the outputs for which it was designed. (2) Joint readiness — The combatant commander's ability to integrate and synchronize ready combat and support forces to execute his or her assigned missions. (JP 1-02)

Reconstitution - (1) The process of rearming, reequipping, and refitting units or forces following operational employment and restoring them, over a designated period of time, to a state of operational readiness sufficient to conduct future operations. (2) The capability to expand military power by establishing and training new units. Actions include mobilization of assets (up to total mobilization) and the expansion of the industrial base with the re-establishment of a global warfighting capability.

Redeployment — The transfer 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 3-35/JP 1-02)

Request for Forces/Capabilities (RFF/RFC) - A request from a CCDR or FP for units or capabilities to address requirements that cannot be sourced by the requesting headquarters. The request is generated because (either) the unit or capability is not resident in existing assigned or allocated forces or the unit or capability is not available due to current force commitments with other ongoing requirements in the CCDR's AOR. RFFs are not used to request forces for exercises or individual requirements.

Reserve Component (RC) - The Armed Forces of the United States RC consists of: (1) Army National Guard of the United States; (2) Army Reserve; (3) Navy Reserve; (4) Marine Corps Reserve; (5) Air National Guard of the United States; (6) Air Force Reserve; and (7) Coast Guard Reserve. (JP 4-05)

Resources - The forces, materiel, and other assets or capabilities apportioned or allocated to the commander of a unified or specified command. (JP 1-02)

Risk - Probability and severity of loss linked to hazards. (JP 1-02)

   a. Military risk - The ability of U.S. Armed Forces to adequately resource and execute military operations in support of the strategic objectives of the National Military Strategy.

   b. Operational risk - Those risks associated with the current force executing the strategy successfully within acceptable human, material, financial, and strategic costs.

   c. Strategic risk - The potential impact upon the United States including our population, territory, and interests, of current and contingency events given their estimated consequences and probabilities.

Rotational Forces - Follow-on force requirements for the next FY to replace forces allocated to a Combatant Command to execute tasks as assigned by the commander in that commander's areas of responsibility for a specified period of time (generally 90 to 179 days).

Security Cooperation (SC) - Security cooperation is an important tool of national security and foreign policy and is an integral element of the Department of Defense mission. SC contributes to preventing conflict, enhances interoperability with international partners, and establishes the

partnerships, access, and infrastructure that support larger military operations, if and when required.Security cooperation encompasses all Department of Defense interactions with foreign defense establishments to build defense relationships that promote specific US security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide U.S. forces with peacetime and contingency access to a host nation. (JP 1-02)

    a. USMC SC comprises official and unofficial relations between the Marine Corps and foreign governments, military and other security forces, international organizations, and industries.

    b. USMC SC encompasses all Marine Corps interactions with foreign defense and security establishments, defense contractors, and defense manufacturers. Reference (x) responsibilities relate to military-to-military programs and comparable operational activities. Reference (c) responsibilities relate to military education and training, sales of defense articles and services, and peacekeeping operations.

Service Component Command - A command consisting of the Service component commander and all those Service forces, such as individuals, units, detachments, organizations, and installations under that command, including the support forces that have been assigned to a combatant command or further assigned to a subordinate unified command or JTF (JP 1).

Service Retained Forces - AC and RC operational forces under the administrative control of respective Secretaries of the Military departments and not assigned to a Combatant Commander. These forces remain under the administrative control of their respective Services and are commanded by a Service-designated Commander responsible to the Service unless allocated to a Combatant Commander for the execution of operational missions.

Sourcing - Identification of actual forces or capabilities that are made available to fulfill valid CCDR requirements.

Support - Support is a command authority. A support relationship is established by a common superior commander between subordinate commanders when one organization should aid, protect, complement, or sustain another force. Support may be exercised by commanders at any echelon at or below the CCMD level. The designation of supporting relationships is important as it conveys priorities to commanders and staffs that are planning or executing joint operations. The support command relationship is, by design, a somewhat vague but very flexible arrangement. The establishing authority is responsible for ensuring that both the supported commander and supporting commanders understand the degree of authority that the supported commander is granted. (JP1)

Supported Commander - (1) The commander having primary responsibility for all aspects of a task assigned by the Joint Strategic Capabilities Plan or other Joint operation planning authority. In the context of Joint operation planning, this term refers to the commander who prepares operation plans or operation orders in response to requirements of the Chairman of the Joint Chiefs of Staff. (2) In the context of a support command relationship, the commander who receives assistance from another commander's force or capabilities, and who is responsible for ensuring that the supporting commander understands the assistance required. Unless limited by the establishing directive, the supported commander will have the authority to

exercise general direction of the supporting effort. General direction includes the designation and prioritization of targets or objectives, timing and duration of the supporting action, and other instructions necessary for coordination and efficiency. (JP 3-0/ JP1-02)

Supporting Commander — (1) A commander who provides augmentation forces or other support to a supported commander or who develops a supporting plan. This includes the designated combatant commands and Department of Defense agencies as appropriate. (2) In the context of a support command relationship, the commander who aids, protects, complements, or sustains another commander's force. The supporting commander has the responsibility to ascertain the needs of the supported force and take action to fulfill them within existing capabilities, consistent with priorities and requirements of assigned tasks. The supporting commander determines the forces, tactics, methods, procedures, and communications to be employed in providing this support. The supporting commander will advise and coordinate with the supported commander on matters concerning the employment and limitations of such support, assist in planning for the integration of such support into the supported commander's effort as a whole, and ensure that support requirements are appropriately communicated within the supporting commander's organization. (JP 3-0/JP 1-02/JP1)

Supporting Establishment (SE) - The SE supports the training, sustaining and equipping of the Fleet Marine Forces. The SE consists primarily of MCICOM and 24 major bases and stations spread across 4 regional commands in the United States and Japan with all the personnel, equipment, and facilities required to operate them. MCICOM serves as the single authority for all Marine Corps installation matters exercising command and control, oversight, establishing policy, and prioritizing resources to optimize installation support to the Fleet Marine Forces, tenant commands, Marines, and family member. The SE also includes the MCRC, the MCCDC, MCLC, and the Marine Corps Systems Command, as well as all training activities and formal schools. Additionally, the S includes those civilian activities and agencies that provide support to MARFOR. In keeping with our expeditionary nature, these installations that support the MEFs are strategically located near air and sea ports of embarkation and are serviced by major truck routes and rail heads to allow for the rapid and efficient movement of Marines and equipment.

Tactical Control (TACON) — Authority over assigned or attached forces or commands, or military capability or forces made available for tasking, that is limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish missions or tasks assigned. TACON is inherent in operational control. TACON may be delegated to, and exercised at any level at or below the level of combatant command. TACON provides sufficient authority for controlling and directing the application of force or tactical use of combat support assets within the assigned mission or task. (JP-1)

Time Phased Force and Deployment Data (TPFDD) — The Joint Operation Planning and Execution System database portion of an operation plan; it contains time-phased force data, non unit-related cargo and personnel data, and movement data for the operation plan, including the following: (1) In-place units; (2) Units to be deployed to support the operation plan with a priority indicating the desired sequence for their arrival at the port of debarkation; (3) Routing of forces to be deployed; (4) Movement data associated with deploying forces; e. Estimates of non-unit-related cargo and personnel movements to be conducted concurrently with the deployment of forces; and (5) Estimate of

transportation requirements that must be fulfilled by common-user lift resources as well as those requirements that can be fulfilled by assigned or attached transportation resources. (JP 1-02)

Total Force – The organizations, units, and individuals that comprise the DoD resources for implementing the National Security Strategy. It includes DoD Active and RC military personnel, military retired members, DoD civilian personnel (including foreign national direct- and indirect-hire, as well as non-appropriated fund employees), contractors, and host-nation support personnel. (DoDD 5124.02)

Total Global Demand – Consists of operational force, Service institutional, JIA, exercise and future challenges demand for forces to fulfill CCDR requirements.

Unassigned Forces - Forces not assigned to a CCDR in accordance with Title 10, U.S.C., section 162, and instead retained under Service control in order to carry out functions of the Secretary of a Military Department in accordance with Title 10, U.S.C., sections 3013(b), 5013(b), and 8013(b).

Validate — Execution procedure used by combatant command components, supporting combatant commanders, and providing organizations to confirm to the supported commander and US Transportation Command (USTRANSCOM) that all the information records in a time-phased force and deployment data not only are error-free for automation purposes, but also accurately reflect the current status, attributes, and availability of units and requirements. Unit readiness, movement dates, passengers, and cargo details should be confirmed with the unit before validation occurs. (JP 1-02)

Validation — Execution procedure used by combatant command components, supporting combatant commanders, and providing organizations to confirm to the supported commander and USTRANSCOM that all the information records in a time-phased force and deployment data not only are error free for automation purposes, but also accurately reflect the current status, attributes, and availability of units and requirements. (JP 3-35)