

U.S. MARINE CORPS

CONCEPTS & PROGRAMS 2013

America's Expeditionary Force in Readiness



Includes The Marine Corps Almanac

CONCEPTS & PROGRAMS 2013



U.S. MARINE CORPS



A MESSAGE FROM THE COMMANDANT OF THE MARINE CORPS

Concepts and Programs 2013 provides a status update of the United States Marine Corps. Drawing on our role as the Nation's Expeditionary Force in Readiness, we have long recognized that our continued success depends on our capacity to prepare for, and adapt to the ever-changing global security environment. Marines are expeditionary by nature and maintain a high state of readiness by design. We are proud of what our Corps — in close partnership with the Navy — contributes to America's forward presence and power projection. Combined with the unique contributions of joint and coalition partners, these capabilities provide America with a potent and versatile military arsenal.

Our achievements since September 11, 2001 are testament to our long history of innovation. The dynamic nature of conflict and competition for technological advancement steels our resolve to ensure that Marines are armed with the necessary weaponry, doctrine and equipment necessary to maintain an operational advantage in any engagement. Our focus is not limited to equipment and weapons systems, but reflects the development of new operational concepts and organizational realignments.

Concepts and Programs 2013 is an excellent resource to better understand the Corps, our capabilities, and the course we have charted for the future. Optimizing the Marine Corps is a process, not an end-state, and spans years of investment and experimentation. The results of this continuous process will yield an increasingly lethal, diverse and versatile array of capabilities we consider vital to meet the demands of an uncertain security environment.

Semper Fidelis,

A handwritten signature in black ink, appearing to read 'James F. Amos', with a large, stylized initial 'J'.

James F. Amos
General, U.S. Marine Corps

U.S. MARINE CORPS

CONCEPTS & PROGRAMS 2013

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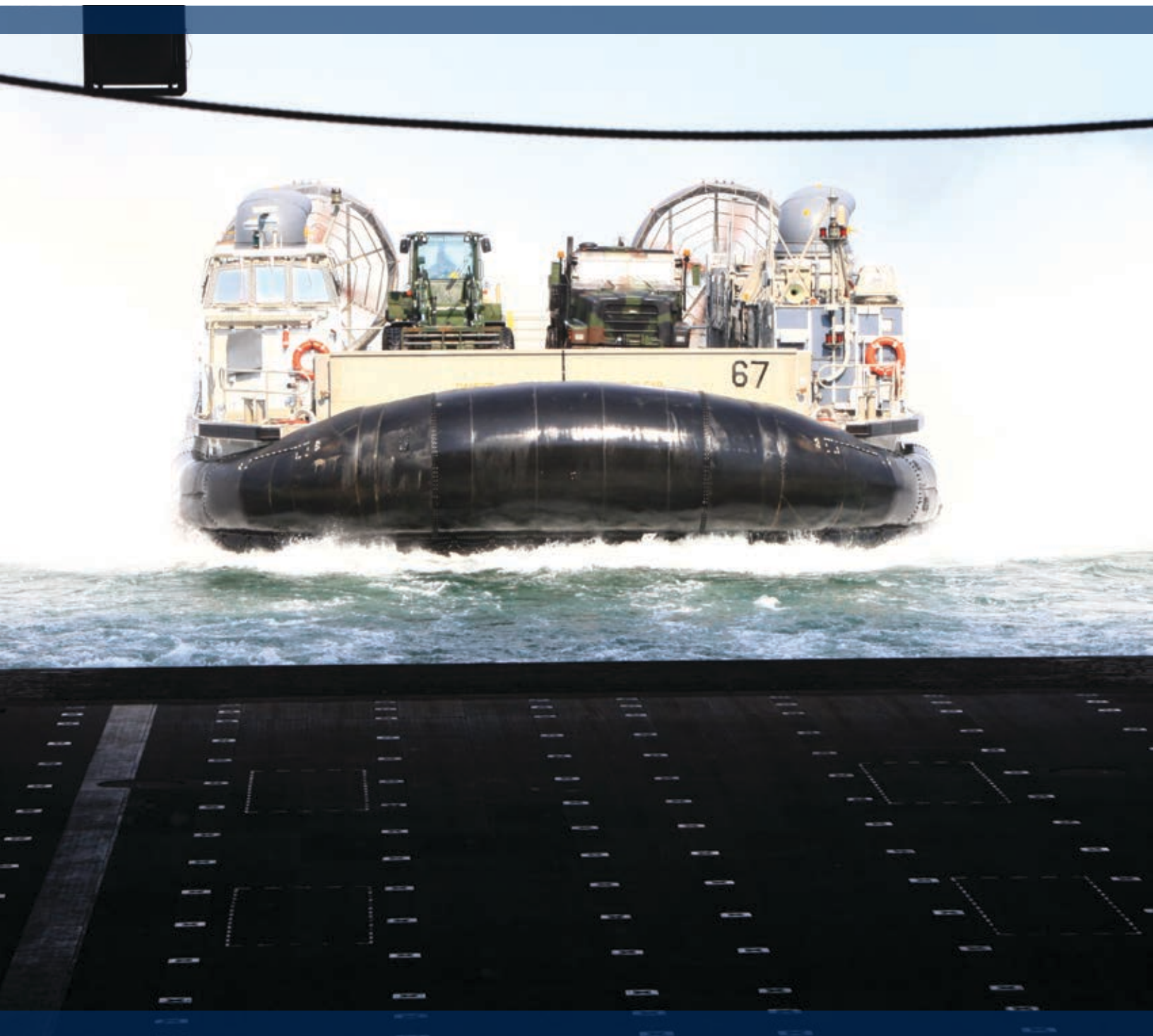
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CHAPTER 1



THE UNITED STATES MARINE CORPS: AMERICA'S EXPEDITIONARY FORCE IN READINESS

The Marine Corps is America's Expeditionary Force in Readiness — a balanced air-ground-logistics team. We are forward deployed and forward engaged, shaping, training, deterring, and responding to all manner of crises and contingencies. We create options and decision space for our Nation's leaders. Alert and ready, we respond to today's crisis with forces available today. Responsive and scalable, we team with other Services, interagency partners, and allies. We enable and participate in joint and combined operations of any magnitude. A “middle-weight” force, we are light enough to get there quickly, but heavy enough to carry the day upon arrival, and capable of operating independent of local infrastructure. We operate throughout the spectrum of threats — irregular, hybrid, conventional — particularly in the gray areas where they overlap. Marines are always ready to respond whenever the Nation calls...wherever the President may direct.

*General James F. Amos, USMC
Commandant of the Marine Corps*

STRATEGIC DEMANDS AND THE SECURITY ENVIRONMENT

The United States is a maritime nation, whose interests are inextricably wound in the networks of global trade and a stable international order. Our nation remains the world's largest economy, critically dependent on the global commons for our livelihood, as more than 90 percent of the world's commerce travels by sea.

Protecting our citizens, allies and interests in this global system is vital for our prosperity and security. While the United States seeks peace and stability, armed intervention is sometimes necessary to preserve them. History reminds us that, no matter how strong our conventional capabilities may be, clever en-



emies find “windows of vulnerability” to exploit. This human dimension creates vast uncertainties and demands a security establishment capable of responding to a wide range of threats.

As we look ahead, we see a world of increasing instability, failing states, and conflict provoked by both conventional enemies and transnational threats. The complexity and scope of conflict continues to evolve and change rapidly. Both friends and potential enemies are increasingly bound through economic interdependence, shifting balances of power, and the effects of the information age. The information age and globalization have brought a diffusion of military power, to a greater number of states and to non-state and criminal actors. Global stressors such as poverty, urbanization, overpopulation, competition over scarce natural resources, and natural disasters increase tension and instability.

While millions have benefitted from globalization, millions of others have suffered social and economic

disruptions. Those who perceive themselves as “left out” of a globalizing world are ripe for exploitation by rogue states, non-state actors, and criminal elements that thrive in the chaotic margins of the global order. Irregular challenges are thus becoming the new “regular” in the future security environment as terrorism, economic warfare, and cyber warfare present new modes of competition.

Much of the world’s population is concentrated along the world’s coastlines. These littoral regions are linked to our national interests and the global economy and are the primary operating area for our Navy-Marine Corps team. Our naval and maritime capabilities are designed to address the range of instabilities and threats found in the critical seam between the water and the land. Naval expeditionary forces provide an important backstop for today’s unpredictable threats. Forward-deployed Marines represent the Nation’s insurance policy against the threats and disruptions in the global security environment.

THE ROLE OF THE MARINE CORPS

Today's Marine Corps is purpose-built for the current and future security environments. The Marine Corps is the right force, at the right time, contributing the right capabilities to the defense of our nation and its interests around the globe. Our potential enemies are observant, adaptive, and cunning. They strike without warning, often in places and at times we least expect. Our Nation needs a force ready to move toward the sound of chaos, responding swiftly to crisis and creating the space and time for strategic decision-making. America needs a forward-deployed force capable of defending its interests, even when access is denied. Our nation has such a force. They are called Marines.



The Marine Corps is a naval service, operating in close partnership with the world's greatest Navy. Together, we share a remarkable heritage that predates the signing of our Constitution. Together, we leverage the access provided by the sea to protect the vast

global commons, while ensuring our ability to project our national power and influence into the littoral regions. Naval forces deter aggression through forward presence, contain crises, respond to natural disasters, and buy strategic decision time for our nation's leaders. Well-trained Navy-Marine teams are located off the coast of anticipated crisis areas every day, poised to swiftly respond.

The flexibility of the Marine Corps and its amphibious capabilities align the service well with the security demands articulated in the 2012 *Strategic Guidance for the 21st Century*. The Marine Corps has the ability to operate without a large footprint ashore, and its ability to scale up in times of crisis make them an essential tool for national decision-makers and joint commanders. Marines smoothly integrate with the other elements of the joint force, enable interagency efforts, and are a natural partner to special operations. Where U.S. citizens, allies or interests are threatened, maritime response capabilities provide a range of rapid intervention options. When conflict escalates, their ability to conduct forcible entry operations in a major contingency serves as a rheostat for the thoughtful and appropriate application of military power.

MARINE CORPS OPERATIONS

During the past year, the Marine Corps has been actively engaged around the world. While continuing to meet operational commitments in Afghanistan, the Marine Corps simultaneously worked with over ninety allies and partners to build effective institutions that contribute to global stability and security. Marines continue to respond to global crises as they emerge, with two-thirds of the Marine Corps operationally committed on a daily basis. Even while providing a significant contribution to Operation Enduring Freedom (OEF), our Marine Expeditionary Units (MEUs)

and other task-organized Marine Air Ground Task Forces (MAGTFs) supported national security objectives throughout the globe. Marines provided forward presence, deterrence, and theater security cooperation activities, and contributed to building partner capacities in every geographic combatant command.

Afghanistan

The Marine Corps' number-one priority is providing the best trained and equipped Marine units to Afghanistan. Over 7,000 Active and Reserve Marines remain engaged in operations in the Helmand and Nimroz provinces in Regional Command Southwest (RC-SW). Marines, along with nine Coalition partners and 32,000 Afghan National Security Forces in RC-SW, strive to deny the Taliban safe haven, restore stability to the most violent regions of Afghanistan, and give hope to the Afghan people. We have made significant progress in degrading the Taliban's ability to organize and disrupt the efforts of the Afghan government, while building Afghan security institutions and improving the political and social conditions within RC-SW.

As the Afghan government's ability to provide security increases, the confidence of the population will be restored, accelerating the achievement of governance, economic, and social objectives. Marines in Helmand Province have helped open 86 schools, providing a "new normal" of daily classroom participation. Our efforts have contributed to the education of more than 121,000 children, including more than 28,000 female students, representing a 432% increase since 2005. Healthcare is another area of vast improvement. Over the last six years health clinics serving the needs of the Helmand population have increased from six to 57.

Global Crisis Response

Marines remain vigilant around the globe, responding to crises spawned by instability, civil conflict, and humanitarian disaster. The Marine Corps provides six rotational MEUs and numerous special-purpose MAGTFs, each capable of responding when conditions deteriorate. For example, for more than 150 days during 2012, the 24th MEU remained on station, ready to protect American interests and provide decision space to our leaders in the wake of violent protests across the Middle East and North Africa.

Additionally, Marine Embassy Security detachments and Fleet Anti-terrorism Support Teams have protected our diplomatic missions against a range of threats. During 2012, these specialized Marine units deployed to reinforce U.S. diplomatic missions to provide physical security and force protection in Libya, Yemen, and elsewhere. Every day, Marine Security Guards are deployed at 148 embassies and consulates around the world.



Humanitarian Assistance and Disaster Relief

In December 2012, Marines and Sailors from the 3rd Marine Expeditionary Brigade (MEB) responded quickly and effectively to a request from the Government of the Philippines to assist in humanitarian and disaster relief operations in the aftermath of Typhoon

Pablo. U.S. and Philippine armed forces worked shoulder-to-shoulder in order to ensure relief supplies reached those in need.



The flexibility and utility of amphibious forces operating from the sea was demonstrated on our own shores this past year. When Hurricane Sandy struck, more than 300 Marines and Sailors from the 26th MEU provided critical recovery and relief operations in support of Americans in need. Marine aviation conducted disaster relief assessments and provided the necessary airlift for Marines to deploy into the hardest-hit areas. On the ground, Marines successfully coordinated with local leaders and residents for priority relief requirements, providing critical supplies and assisting with clearing debris and helping restore normalcy to people's lives.

Security Cooperation

Last year, Marines participated in more than 200 security cooperation engagements. Additionally, our forward-deployed rotational MEUs participated in joint and coalition exercises around the globe, from Morocco to Indonesia, strengthening our partnership and influence with numerous nations. Marines supported each geographic combatant command, providing crisis response and partnering with a wide range of partners and allies.

Thousands of Marines in Marine Special Operations Command participated in counter-terrorism, foreign internal defense, and other "spec-ops" in places around the globe. In support of U.S. Africa Command, Marines trained counter-terrorism forces in Mali and Mauritania supporting coalition forces combating al-Qaida affiliates across the Maghreb region of North Africa.



In Australia, our newly established presence continued to expand the training and partnership opportunities presented by one of our strongest and oldest allies in the Pacific. Marine Rotational Force Darwin trained on the ranges in Darwin then embarked aboard the USS *Germantown* to participate in a series of combined training and readiness exercises throughout Southeast Asia. Through the annual Landing Force Cooperation and Readiness Afloat Training, these Marines conducted valuable training with our partners in Thailand, Indonesia, and Malaysia. Returning to Darwin, these Marines conducted training with the Australians, furthering the development of this important and enduring partnership.

MARINE CORPS MISSIONS

Marines offer an innovative portfolio of highly cost-effective means for crisis response and forward engagement. Our ability to respect territorial sovereignty without a large footprint ashore and scalability in times of crisis makes us an essential tool for national decision makers or joint commanders. By design, Marines smoothly integrate with the joint force, enable the interagency, and are a natural partner to special operations. Where U.S. citizens, allies or interests are threatened, maritime response capabilities provide rapid intervention options tailored to the demands of each crisis. When conflict escalates, our ability to “flex” and scale-up to the forcible-entry demands of a major contingency serves as a “rheostat” for the application of persuasive military power.

The rapid response and early intervention of Marine forces enables access for the rest of the joint force. Operating under austere conditions ashore, Marines can sustain themselves from the sea for long periods, without the need for immediate reinforcement through ports or airfields. The integrated firepower of Marine aviation, operating from amphibious ships or expeditionary basing ashore, allows Marine forces ashore to operate with a light footprint. Marines provide a



wedge for the joint force that buys time and space for the assembling and movement of larger and heavier elements necessary for sustained operations. When the joint force is formed, Marines can smoothly integrate into the larger Joint operation ashore or readily return to sea, where they can serve as an asymmetric maneuver element. This capability creates a “swing force” for subsequent conflict, or for addressing simultaneous crises that arise during major contingencies.

Marines respond to today’s crisis, with today’s forces...TODAY. A force able to swiftly intercede in crisis buys time for civilian and military decision-makers to assess and formulate a more deliberate response. Forward-deployed Marines provide an effective crisis-response capability throughout the range of military operations. Expeditionary forces can defend the territory of allies, seize key terrain, or threaten the global interests of an opponent. The inherent flexibility of these forces enables the United States to swiftly escalate or de-escalate conflict according to the aims of strategy and risk.

Marines provide a stabilizing forward presence that deters conflict. Forward presence builds trust that cannot be created suddenly, when conflict looms. As our Nation’s force in readiness, the Marine Corps bolsters national credibility and deterrence through persistent forward naval engagement. With dispersed expeditionary units afloat near likely crisis areas, and prepositioned equipment stationed forward aboard shipping, the Navy-Marine team is a visible and tangible reminder of our nation’s resolve.

Marines build strong partners. Marines build trust. Investment in building partner capacity is not “charity work,” but rather an investment in collective security throughout the global commons. Sea-based Marines tread lightly on host-nation infrastructure and sovereignty. Sized more closely to the security forces of most other nations, the Marine Corps provides a model of a tightly integrated air-ground-

logistics force, suitable to train effective security institutions across the globe.

Marines assure access ashore. Littoral power projection capabilities enable U.S. joint forces to push open the door of access ashore. This ability to go where the Nation is not “invited” fundamentally underwrites the deterrent value of the joint force, and provides decision-makers options that complement precision strike or nuclear capabilities. Modern amphibious operations seek to achieve precision maneuver that creates and exploits seams in forces that might oppose a landing. Uniquely, Marines can operate without the requirement for nearby land bases and can sustain themselves from the sea without intact and secured ports and airfields.

Marines respond to natural disaster. Crises imposed by unpredictable natural forces create human suffering on a scale that the U.S. cannot ignore. Timely U.S. responses strengthen the credibility of its promises, and increase the effectiveness of its security deterrence. The ability of amphibious forces to provide air, ground, and sea response, without imposing burdens on already stressed infrastructure, makes them a unique contributor to U.S. capability and influence.

Marines are most ready when the nation is least ready. Because our Nation cannot afford to hold the entire joint force at the highest state of readiness, it has chosen to keep the Marines ready. For over half a century, the Marine Corps has complied with the mandate of the 82d Congress to be “the most ready when the Nation is generally least ready.” There is no effective substitute for ready forces that can swiftly respond to crisis. There are no effective substitutes for United States Marines.

RESPONDING TO AUSTERITY WITH VISION

As the Nation continues to recover economically, the Marine Corps is highly cognizant of the necessity for frugality and good stewardship of the nation’s resources. We have continued to adjust our organization, infrastructure and business practices to make the Marine Corps the best possible return for the defense dollar. Austerity may make us leaner but we will emerge stronger as we innovate and remain the most capable Marine Corps the nation can afford. *We may have to do with less, but we will refuse to do things less well.*

Readiness is the currency with which we meet the nation’s security obligations; a hollow force is not an option for the nation’s crisis response force. While readiness comes at a cost, the cost of not being able to intervene or contain crisis can be catastrophic. Investment in a ready Marine Corps buys decision space for leadership decision-making, and it buys time to assemble the components of the larger joint force if conditions require it. Preserving that ready edge for the joint force is fundamental to the capability we provide to the nation’s security.

Maintain our Commitment to fulfillment of the mission in Afghanistan. Our Afghanistan mis-



sion is not complete until the last Marine is home, our wounded warriors have healed, and the families of our fallen have been taken care of. As long as Marines are forward deployed in a combat theater, they will receive our first priority, the center of our thoughts and our last ounce of energy.

Reset and Reconstitute the Force. Our mission is not complete until our equipment is reset and our force is reconstituted. That equipment is central to our ability to respond to future missions. As stewards of the taxpayer, Marines have initiated heroic efforts to recover, refurbish, and repair equipment.

Rebalance to the Pacific. Rebalancing to the Pacific theater is a central element of our national strategy which builds on the decades-long presence of Marines who operate across its land, water and airspace every day. We will not just “be” in the Pacific, we will “be effective” in the Pacific through distributed, multi-mission-capable MAGTFs. We will preserve our global responsiveness, while developing opportunities in this priority theater.

Advance Littoral Concepts. The changing nature of the security threats to the Nation demands continued innovation. Operational Maneuver From The Sea and Ship-to-Objective Maneuver remain our capstone warfighting concepts, and we will continue to focus on



our ability to execute them while furthering the concept of Single Naval Battle to provide a seamless projection of naval power from blue-water to operations ashore. We must have the organizational and process discipline to manage our concepts through their full life cycle, providing focus and guidance for innovation, training, and experimentation.

Invest in our Marines. The superior qualities of the individual Marine provide our warfighting edge. That begins with recruiting and retaining the highest quality talent and applies to our active duty, reserve, and civilian workforces. Marines are expected to shoulder increasingly complex burdens in the emerging security environment we must adopt our educational establishments and training venues to ensure their readiness for the complexity of modern conflict.

Invest in Innovation. In addition to training and education, we will create mechanisms to embrace innovation across the force to move our concepts from theory to practice. We will leverage our human capital through experimentation and innovation at every level and create responsive mechanisms to reduce the “flash-to-bang” process of transforming innovative ideas to force implementation.

Care for our Wounded Warriors. After a decade of war, the continued physical, moral, and mental health of all of our Marines remains paramount. Those who bear the physical and mental wounds of war must remain our first concern. We will continue to extend every effort to heal our wounded, support their families, and help young Marines and Sailors increase their resilience.

Keep Faith with Marines and their Families. The faith of the American people has improved the quality of life for our Marines and families during the last decade and we must protect those gains in an era of increasing fiscal constraints. Our families share in our burdens, our values, and our risks, and their service



must be honored through quality programs and access to much-needed resources.

THE NATION'S EXPEDITIONARY FORCE OF CHOICE

Marines have always responded to change in ways both timely and timeless. While our concepts, training, and equipment have adapted, our fundamental character has not. Marines remain physically strong, mentally agile, and imminently practical warfighters. The cohesion, fidelity, and expeditionary mindset of Marines are a proven recipe for success. Marines will continue to live hard, train hard, and fight hard, providing the Nation with a ready capability to contain the crisis, plug the gap, hold the line, fight and win.

In short, America's Marines are a hedge against the unexpected and dangerous in a security environment that remains fraught with challenges. A compelling security investment, the Marine Corps provides significant return on investment for every security dollar. When the Nation pays the “sticker price” for its Marines, it gets not only the least-expensive force in the U.S. defense arsenal, it also gets one that is highly skilled, forward deployed, and able to operate across the full range of military operations. Expeditionary naval forces provide an effective hedge against both the Nation's most likely and most dangerous security challenges. We do not know where or when we will fight, but we know that we will be ready when the bugle sounds. We do not know whom we will fight, but even the toughest adversaries have not proven our equal. We will remain America's “middleweight” expeditionary force in readiness . . . Semper Fidelis.

CHAPTER 2



ORGANIZATION

INTRODUCTION

The Marine Corps is a crisis response expeditionary force which is task-organized and able to conduct operations across the entire spectrum of military operations. Fundamentally, the Corps is a “middleweight force” that fills the void in our Nation’s defense structure between light Special Operations Forces (SOF) and heavier conventional units. The Corps provides scalable and adaptive forces that complement the lighter and heavier forces.

During the last several years, the Marine Corps has grown in size to 202,100 Active Component Marines to meet the demands of global commitments and combat operations. The organization of the Corps has changed in order to adapt to the complex environment, even as it retained the flexibility and agility to respond to future needs. During this period of rapid growth, the Marine Corps has maintained balanced, combined-arms capabilities adapted to the new demands of regional conflicts, while developing agile and capable forces to meet future hybrid threats as well. The same will be true of the Marine Corps as it adjusts to post-Iraq and post-Afghanistan environments, which will include a capabilities-based force reduction to an end strength of 182,100 active duty Marines by fiscal year 2016.

Chapter 2 outlines the Marine Corps combined-arms structure and organization and highlights the unique capabilities that Marines bring to the fight.

MARINE AIR-GROUND TASK FORCE (MAGTF)

The MAGTF is the Marine Corps principal organizational construct for conducting missions across the range of military operations. MAGTFs provide combatant commanders with scalable, versatile expeditionary forces able to assure allies, deter potential adversaries, provide persistent U.S. presence with little or no footprint ashore, and respond to a broad range of contingency, crisis, and conflict situations. They are balanced combined-arms force packages containing command, ground, aviation, and logistics elements. A single commander leads and coordinates this combined-arms team through all phases of deployment and employment. MAGTF teams live and train together, further increasing their cohesion and fighting power.

MULTI-MISSION CAPABLE MAGTFs

Tailored to meet combatant commanders' requirements, MAGTFs operate as an integrated force in the air, land, maritime and cyberspace domains. The naval character of MAGTFs enhances their global mobility, lethality, and staying power.

Embarked aboard amphibious ships or deployed using other means, multi-mission capable MAGTFs provide U.S. civilian and military leaders with the ability to conduct the following activities:

- Move forces into crisis areas without revealing their exact destinations or intentions
- Provide continuous presence in international waters
- Commence execution of a mission within six to 48 hours of receiving a warning order
- Provide immediate national response in support of humanitarian and natural disaster relief operations
- Provide credible but non-provocative combat power over the horizon for rapid employment as the initial response to a crisis
- Support diplomatic processes for peaceful crisis resolution before employing immediate-response combat forces

- Respond to crises through the measured projection of combat power ashore — day or night and under all weather conditions
- Introduce additional Marine forces sequentially into a theater of operations
- Operate independent of established airfields, basing agreements, and overflight rights
- Conduct combat operations ashore, relying on MAGTF-organic combat service support
- Conduct theater security cooperation to build partner capacity
- Enable the introduction of follow-on forces by securing staging areas ashore or bypassing littoral defenses by going further inland
- Operate in rural and urban environments, and during chemical, biological, radiological, and nuclear situations
- Withdraw rapidly at the conclusion of operations
- Participate fully in the joint planning process and successfully integrate MAGTF operations with those of the joint force and enable larger joint operations
- Integrate with and complement the efforts of SOF
- Support service, joint, and national efforts to maintain freedom of action in cyberspace

MAGTF COMPOSITION

The Marine Corps task organizes for combat in accordance with its statutory mandate to provide forces of combined arms, including aviation, by forming integrated combined-arms MAGTFs. As the name indicates, MAGTFs are organized for the specific tasks at hand and specifically tailored by mission for rapid deployment by air and/or sea. No matter what their mission or mode of deployment, MAGTFs are comprised of four deployable elements that are supported from Marine Corps bases and stations.

Command Element (CE)

The CE contains the MAGTF headquarters and other units that provide operations, intelligence, logistics, communications, and administrative support. As with all other elements of the MAGTF, the CE is scalable and task organized to provide the Command, Control, Communications, Computers, Intelligence, and joint interoperability necessary for effective planning and execution of operations.

Ground Combat Element (GCE)

The GCE is task organized to conduct ground operations to support the MAGTF mission. This element includes infantry, artillery, reconnaissance, armor, light armor, assault amphibian, engineer, and other forces as needed. The GCE can vary in size and composition. Its makeup can range from a light, air-transportable reinforced company to a relatively heavy, mechanized unit that includes one or more Marine divisions, or any other type of Marine Corps ground combat unit that meets the demands of a particular mission.

Aviation Combat Element (ACE)

The ACE conducts offensive, defensive, and all other air operations to support the MAGTF mission. The ACE is task-organized to perform the six functions of Marine aviation required to support the MAGTF mission — assault support, anti-air warfare, offensive air support, electronic warfare, control of aircraft and missiles, and aerial reconnaissance — which could include aviation support to humanitarian assistance and disaster relief operations. The ACE is formed around an aviation headquarters with appropriate air control agencies, combat, combat-support, and combat-service support units. The ACE can vary in size and composition from an aviation detachment of specifically required aircraft to one or more Marine aircraft wings consisting of multiple fixed and rotary-wing aircraft of several types and capabilities.

Logistics Combat Element (LCE)

The LCE is task organized to provide the full range of combat logistics functions and capabilities necessary to maintain the continued readiness and sustainability of the MAGTF as a whole. It is formed around a combat logistics headquarters and may vary in size and composition from a support detachment to one or more Marine Logistics Groups (MLG).

TYPES OF MAGTFs

There are four types of MAGTFs: the Marine Expeditionary Force (MEF); the Marine Expeditionary Brigade (MEB); the Marine Expeditionary Unit (MEU); and the Special Purpose MAGTF.

Marine Expeditionary Force

The MEF is the principal Marine Corps warfighting organization during larger crises or contingencies. Normally commanded by a Lieutenant General, a MEF can range in size from one division and aircraft wing to multiple divisions and aircraft wings, together with one or more logistics groups. MEFs are capable of amphibious operations and sustained operations ashore in any geographic environment. With appropriate augmentation, the MEF CE is capable of performing as a Joint Task Force (JTF) headquarters. MEFs often deploy in echelon and designate the lead element as the MEF (Forward).

MEFs are the primary “standing MAGTFs” in peacetime and wartime. The Marine Corps is organized with three standing MEFs, each with a Marine division, aircraft wing, and logistics group. The I Marine Expeditionary Force (I MEF) is located at bases in California and Arizona. The II Marine Expeditionary Force (II MEF) is located at bases in North Carolina and South Carolina. And the III Marine Expeditionary Force (III MEF) is located at bases in Okinawa, mainland Japan, and Hawaii, with future plans for bases in Guam and Australia.

Marine Expeditionary Brigade

The MEB is the mid-sized MAGTF that can include up to 20,000 Marines and is normally commanded by a Brigadier General. The MEB is scalable, capable of full spectrum operations, and self-sustaining for 30 days. Three standing MEB command elements will be activated by the end of FY 2013. The standing MEB command elements do not have permanently assigned forces, but maintain habitual relationships with associated major subordinate elements through planning and exercises. When mobilized, the MEB is comprised of a reinforced infantry regiment, a composite Marine Aircraft Group, and a Combat Logistics Regiment.

MEBs provide combatant commanders with scalable warfighting capability across the range of military operations and can conduct amphibious assaults and operations ashore in any geographic environment. As an expeditionary force, it is capable of rapid deployment and employment via amphibious shipping (normally 17 amphibious ships), strategic air and sealift, geographic or maritime pre-positioning force assets, or any combination of these. A MEB can operate independently, serve as the forward echelon of a MEF or act as a JTF headquarters with augmentation.

Concept Development & Integration Department is conducting a detailed assessment of future MEB structure requirements. Results of this effort will be published in 2013, and will provide a thorough guide for the future size, composition, and capabilities of this type of MAGTF.

Marine Expeditionary Unit

Forward-deployed MEUs embarked aboard ARGs operate continuously in the areas of responsibility of various geographic combatant commanders. These units provide the President and the geographic combatant commanders a forward-deployed, flexible sea-based MAGTF, capable of conducting amphibious operations to respond to crisis, conduct limited contingency operations, introduce follow-on forces, and support designated special operations forces. In effect, they provide



an afloat “on-station” force capable of responding to any situation that may arise. MEUs are characterized by their sea-based forward presence, expeditionary nature, ability to plan for and respond to crises, combined arms integration, and their interoperability with joint, combined and special operations forces. Composition of the MEU is informed by Marine Corps Order 3120.9C, Policy for Marine Expeditionary Units.

The MEU is commanded by a Colonel and deploys with 15 days of accompanying supplies. Prior to deployment, a MEU undergoes an intensive six-month training program, focusing on its Mission Essential Task List and interoperability with Joint and Special Operations Forces. The training culminates with a thorough evaluation and certification as “Operationally Ready to Deploy.” The organic capabilities of the MEU are as follows:

- Amphibious operations
 - Amphibious assault
 - Amphibious raid
 - Small boat raid (specific to 31st MEU)
 - Maritime interception operations
 - Advance force operations
- Expeditionary support to other operations/crisis response and limited-contingency operations
 - Noncombatant evacuation operations
 - Humanitarian assistance
 - Stability operations
 - Tactical recovery of aircraft and personnel
 - Joint and combined operations

- Aviation operations from expeditionary sites
- Theater security cooperation activities
- Airfield and port seizures
- Theater security cooperation operations to build the capacity of partner nations and increase interoperability.

Prior to deployment, the MEF commander exercises full command of his organic MEU. Once embarked, MEU command relationships are delineated by the Geographic Combatant Commander (GCC) and are normally assigned operational control (OPCON) to the naval service component. However, during crisis response and contingency operations GCCs may shift OPCON of the MEU as articulated in Joint Publication (JP) 3-02, *Amphibious Operations*:

While the full range of command relationship options as outlined in JP 1, *Doctrine for the Armed Forces of the United States*, are available, in amphibious operations, service component commanders normally retain operational control (OPCON) of their respective forces. If the Joint Force Commander organizes along functional lines, functional component commanders will normally exercise OPCON over all their parent Services' forces and tactical control (TACON) over other Services' forces attached or made available for tasking.

Special Purpose MAGTF (SPMAGTF)

A SPMAGTF is task organized to accomplish a specific mission, operation, or regionally focused exercise. They can be organized, trained, and equipped with Marine forces to conduct a wide variety of expeditionary operations ranging from peacetime missions, to training exercises, and responses to contingencies and crises. SPMAGTFs can support theater campaign plans, security cooperation, and civil-military operations requirements.

SPMAGTFs have capabilities, mobility, and sustainability commensurate with mission requirements in order to increase interoperability with, and pro-

vide training to, less developed military forces. The SPMAGTF can be tasked with building partner nation security capacity and supporting partner nation security efforts in specific regional areas. The SPMAGTF provides the combatant commander with a flexible expeditionary force employment option that further augments the traditional capabilities provided by the Marine Corps. SPMAGTFs are normally designated by the service headquarters in response to combatant commander requirements.

The Nation's MAGTFs thus provide a continuum of capabilities to support naval, combatant commander, and national requirements. These MAGTFs joined by special-purpose forces and unique Marine forces enable the Corps to address the full range of conventional, unconventional, and irregular/hybrid threats as well as other taskings as the President might require.

UNIQUE COMBATANT COMMANDER SUPPORT

A combatant commander or subordinate joint force commander might also require Marine forces that do not have all elements of a MAGTF. These forces are not given a specific MAGTF designation. Examples include the Black Sea Rotational Force (BSRF) and Marine Rotational Force-Darwin, which participate in security cooperation to build military capacity, provide regional stability, and develop lasting partnerships with nations in the region.

In addition, as the Marine Corps evaluates potential hybrid threats, we believe there likely will be a requirement for smaller combined-arms task forces. These task forces will operate in an environment where greater capabilities are pushed to lower levels, thus enabling distributed operations at increasing distances. These task forces will depend upon increased tactical mobility and must maintain a high state of readiness. At the same time, they must retain the capability to integrate quickly into a larger, more lethal force on short notice.

The Marine Corps ethos, training and warfighting philosophy makes Marines ideally suited to these types

of units and operations. However, we must ensure that our organizational designs, as well as planning and command and control capabilities, preserve the operational agility required to answer the demands of the complex future operating environment, and consistently fulfill the needs of our combatant commanders.

MAGTF SUSTAINABILITY

A fundamental characteristic of a MAGTF is its ability to operate for extended periods as an expeditionary force, relying on its integral combat logistics element and internal resources for sustainment. All MAGTFs have inherent sustainability that allows them to be self-sufficient for planned periods. Larger MAGTFs have a deeper, broader, and more capable organic support capability. Different size MAGTFs deploy with sufficient accompanying supplies to support joint operations. MAGTFs can augment their organic sustainability by using external support from Navy organizations, host-nation support agreements, interservice support agreements, and in-theater cross-service agreements.

MARITIME PREPOSITIONING FORCE (MPF)

The MPF is a strategic power-projection capability that combines the lift capacity, flexibility, and responsiveness of surface ships with the speed of strategic airlift. Strategically forward deployed around the globe, the maritime prepositioning ships (MPS) of the MPF provide geographic combatant commanders with persistent forward presence and rapid crisis response by prepositioning the combat equipment and supplies to support up to two MEBs for 30 days.

The MPF is organized into two Maritime Prepositioning Ship Squadrons (MPSRON) with 12 ships overall. By 2015, there will be 14 ships. MPSRON-2 is based at Diego Garcia in the Indian Ocean, and MPSRON-3 is based in the Guam-Saipan area of the western Pacific Ocean.

These interoperable MPSRONs are each designed to “marry-up” with a fly-in echelon to support the

rapid closure of a MEB. The MPF can also support smaller or larger MAGTFs by employing as few as one or as many as 12 MPF ships. The MPF consists of government-owned ships operated by Military Sealift Command (MSC). When needed, these ships move to a crisis region and offload either in port or offshore via in-stream offload. Offloaded equipment and supplies are then “married up” with Marines arriving at nearby airfields. The end result is a combat-ready MAGTF rapidly established ashore, using minimal in-country reception facilities. The MAGTF combat capability provided by MPF is capable of supporting geographic combatant commander military operations across the range of military operations.

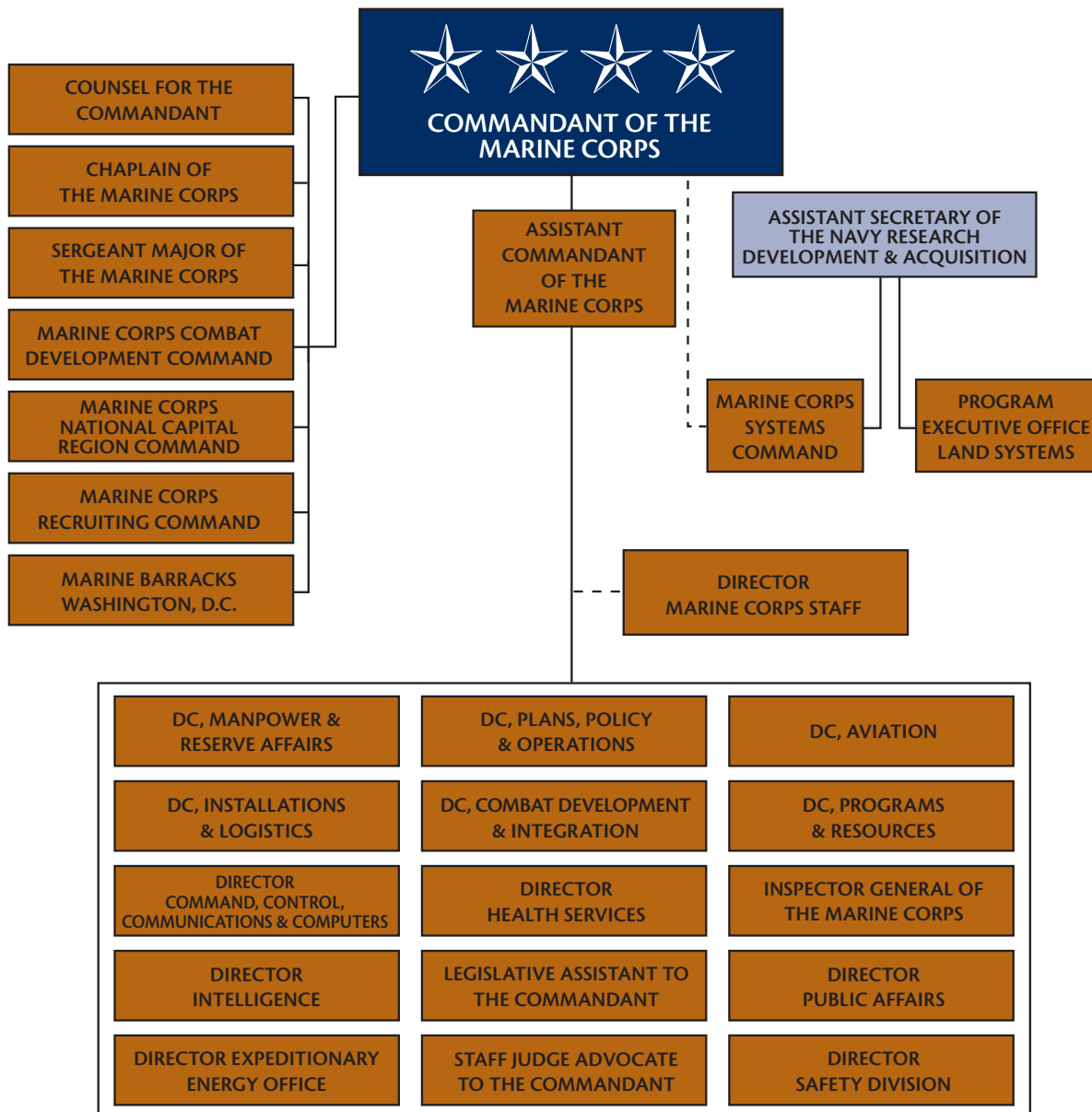
MARINE CORPS PREPOSITIONING PROGRAM—NORWAY (MCPN)

MCPN enhances the operational responsiveness of all geographic combatant commanders by providing mission-tailored, prepositioned support to Marine Corps expeditionary operations globally. The existing equipment set is being reshaped, with the addition of communications and ordnance assets, to support a MAGTF built around an infantry battalion task force and composite aviation squadron. Quantities of equipment and supplies currently stored in Norway will also be adjusted to provide a balanced equipment set appropriate to support the new force list. MCPN will retain its primary role of augmenting up to a MEB-sized force to support the reinforcement of Norway and U.S. Marine Corps expeditionary operations. MCPN materiel is stored in six caves and two airfields spread across Norway and is available for rapid preparation and marshaling at aerial, sea, or rail ports of debarkation in support of deploying MAGTFs. This forward prepositioning reduces reaction time and eliminates the need to otherwise deploy this equipment from locations in the continental United States, with all the attendant burdens on strategic lift that this would entail.

HEADQUARTERS, U.S. MARINE CORPS (HQMC)

Headquarters, U.S. Marine Corps (HQMC) consists of the Commandant of the Marine Corps (CMC) and those staff agencies that advise and assist him in discharging his responsibilities prescribed by law. The Commandant is directly responsible to the Secretary of the Navy for the overall performance of the Marine

Corps. This includes the administration, discipline, internal organization, training, requirements, efficiency, and readiness of the service. Also, as the Commandant is a member of the Joint Chiefs of Staff, HQMC supports him in his interaction with the Joint Staff. The Commandant also is responsible for the operation of the Marine Corps material support system.



OPERATING FORCES

Operating forces — the heart of the Marine Corps — provide the forward presence, crisis response, and combat power that the Corps makes available to combatant commanders. The Marine Corps has established three, permanent commands to provide forces to unified combatant commanders:

- U.S. Marine Corps Forces Command (MARFORCOM)
- U.S. Marine Corps Forces, Pacific (MARFORPAC)
- U.S. Marine Corps Forces, Special Operations Command (MARFORSOC).

Control of MARFORCOM is retained by the Marine Corps. The II Marine Expeditionary Force (II MEF), and other unique capabilities maintained under the Commander, MARFORCOM, are made available, by the Commandant of the Marine Corps, via the Joint Chiefs of Staff global force management allocation process. The Commander, MARFORPAC is assigned to the Commander, U.S. Pacific Command (PACOM), and provides I MEF and III MEF to PACOM. The Commander, MARFORSOC is assigned to the Commander, Special Operations Command (SOCOM) and provides assigned forces to SOCOM.

These assignments reflect the peacetime disposition of Marine Corps forces. Marine forces are apportioned to the remaining geographic and functional combatant commands — the U.S. Southern Command (SOUTHCOM), U.S. Northern Command (NORTHCOM), U.S. European Command (EUCOM), U.S. Central Command (CENTCOM), U.S. Africa Command (AFRICOM), U.S. Strategic Command (STRATCOM), U.S. Cyber Command (CYBERCOM), and U.S. Forces Korea (USFK) — for contingency planning, and are provided to these commands when directed by the Secretary of Defense.

The following sections highlight some of these organizations and several of the other unique organizations in the operating forces.

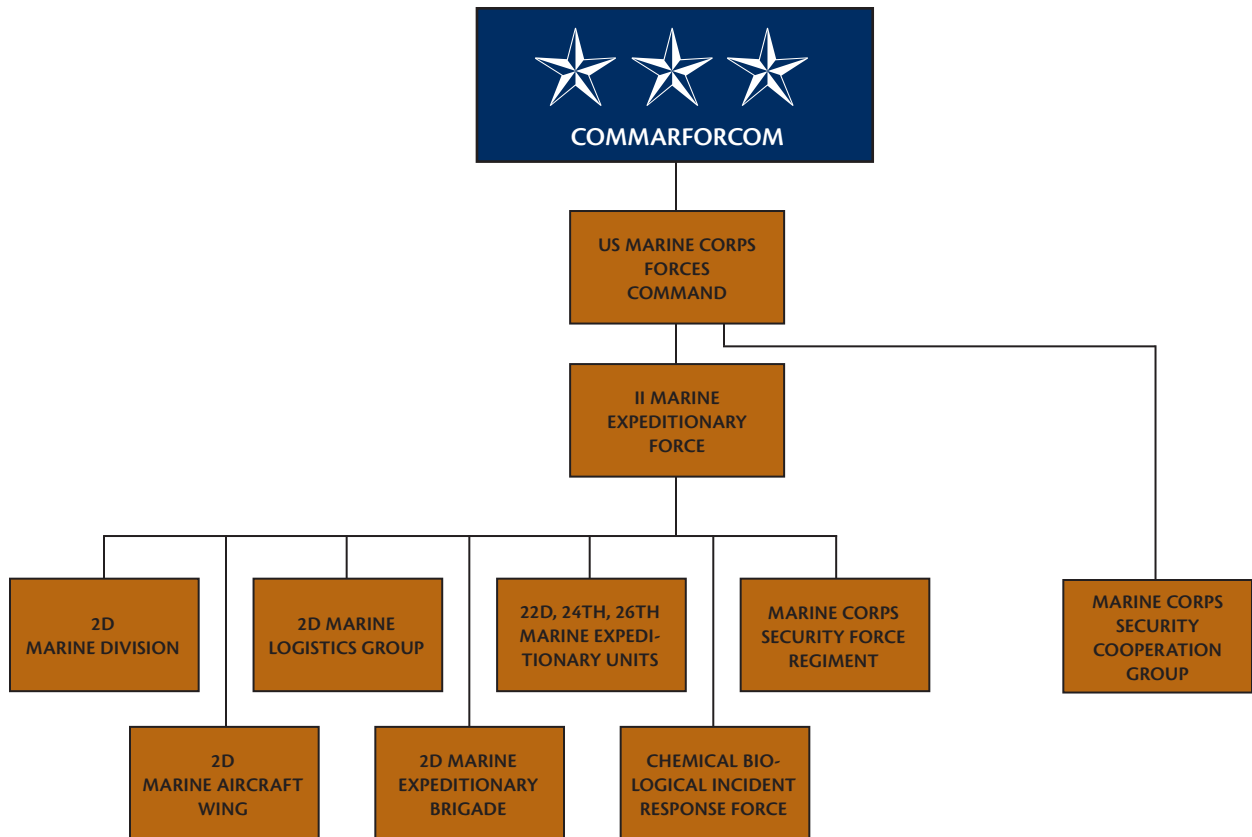
MARINE CORPS FORCES COMMAND (MARFORCOM)

Located in Norfolk, Virginia, the Commander, MARFORCOM is tasked with the following activities:

- Commanding Active Component (AC), Marine Corps-retained operating forces
- Executing force sourcing and synchronization to provide joint commanders with the Marine Corps forces they require
- Directing deployment planning and the execution of Marine Corps-retained operating forces in support of combatant commander and service requirements
- Serving as Commanding General, Fleet Marine Forces Atlantic (CG FMFLANT) and commanding embarked Marine Corps forces
- Coordinating Marine Corps-Navy integration of operational initiatives and advising the Commander, U.S. Fleet Forces Command (USFF) on Navy support to Marine Corps forces assigned to naval ships, bases, and installations
- Serving as Commander, Marine Forces Europe
- Serving as Commander, Marine Corps Bases Atlantic
- Conducting service-directed operational tasks as required.

Within the past year, Marine Corps Installations Command (MCICOM) has reached full operational capability (FOC). The 24 active installations and 11 airfields are divided into three regions: Marine Corps Installations Pacific (MCIPAC), Marine Corps Installations East (MCIEAST), and Marine Corps Installations West (MCIWEST). The 30,000 active forces assigned to MCICOM provide timely support to the Marines, Sailors, and families from the operating forces and maintenance depots.

U.S. MARINE CORPS FORCES COMMAND



U.S. MARINE CORPS FORCES COMMAND UNITS

II Marine Expeditionary Force

II MARINE EXPEDITIONARY FORCE

MARINE CORP BASE, CAMP LEJEUNE, NC

- II Marine Expeditionary Force Headquarters Group
 - 8th Communications Battalion
 - 2d Intelligence Battalion
 - 2d Radio Battalion
 - 2d Air and Naval Gunfire Liaison Company
 - 2d Law Enforcement Battalion
- 2d Marine Expeditionary Brigade
 - 2d Marine Expeditionary Brigade Command Element
- 22d Marine Expeditionary Unit
- 24th Marine Expeditionary Unit
- 26th Marine Expeditionary Unit
- Marine Corps Security Force Regiment Yorktown, VA
- Chemical Biological Incident Response Force Indian Head, MD
- 2D MARINE DIVISION
 - MCB CAMP LEJEUNE, NC
 - Headquarters Battalion
 - 2d Marine Regiment
 - 1st Battalion
 - 2d Battalion
 - 3d Battalion
 - 3d Battalion, 9th Marines
 - 6th Marine Regiment
 - 1st Battalion
 - 2d Battalion
 - 3d Battalion
 - 2d Battalion, 9th Marines
 - 8th Marine Regiment
 - 1st Battalion
 - 2d Battalion
 - 3d Battalion
 - 1st Battalion, 9th Marines
 - 10th Marine Regiment
 - 1st Battalion
 - 2d Battalion
 - 3d Battalion

- 2d Tank Battalion
- 2d Assault Amphibian Battalion
- 2d Light Armored Reconnaissance Battalion
- 2d Combat Engineer Battalion
- 2d Reconnaissance Battalion
- 2D MARINE AIRCRAFT WING MARINE CORPS AIR STATION,
CHERRY POINT, NC
- Marine Wing Headquarters Squadron 2
- Marine Aircraft Group 14
 - Marine Aviation Logistics Squadron 14
 - Marine Tactical Electronic Warfare Squadron 1
 - Marine Tactical Electronic Warfare Squadron 2
 - Marine Tactical Electronic Warfare Squadron 3
 - Marine Tactical Electronic Warfare Squadron 4
 - Marine Attack Squadron 223
 - Marine Attack Squadron 231
 - Marine Attack Squadron 542
 - Marine Attack Training Squadron 203
 - Marine Aerial Refueler Transport Squadron 252
 - Marine Wing Support Squadron 271
- Marine Aircraft Group 26
 - MCAS New River, NC
 - Marine Aviation Logistics Squadron 26
 - Marine Medium Tiltrotor Squadron 162
 - Marine Medium Tiltrotor Squadron 261
 - Marine Medium Tiltrotor Squadron 263
 - Marine Medium Tiltrotor Squadron 264
 - Marine Medium Tiltrotor Squadron 266
 - Marine Medium Tiltrotor Squadron 365
 - Marine Medium Tiltrotor Training Squadron 204
 - Marine Wing Support Squadron 272
- Marine Aircraft Group 29
 - MCAS New River, NC
 - Marine Aviation Logistics Squadron 29
 - Marine Light Attack Helicopter Squadron 167
 - Marine Light Attack Helicopter Squadron 269
 - Marine Light Attack Helicopter Squadron 467
 - MCAS Cherry Point, NC

U.S. MARINE CORPS FORCES COMMAND UNITS

II Marine Expeditionary Force (cont.)

Marine Heavy Helicopter Squadron 366
 MCAS Cherry Point, NC

Marine Heavy Helicopter Squadron 461

Marine Heavy Helicopter Squadron 464

Marine Heavy Helicopter Training Squadron 302

Marine Wing Support Squadron 274

Marine Aircraft Group 31
 MCAS Beaufort, SC

Marine Aviation Logistics Squadron 31

Marine Fighter Attack Squadron 115

Marine Fighter Attack Squadron 122

Marine Fighter Attack Squadron 251

Marine Fighter Attack Squadron 312

Marine All Weather Fighter Attack Squadron 224

Marine All Weather Fighter Attack Squadron 533

Marine Fighter Attack Training Squadron 501
 (Eglin Air Force Base, FL)

Marine Wing Support Squadron 273

Marine Air Control Group 28

Marine Tactical Air Command Squadron 28

Marine Air Control Squadron 2

Marine Air Support Squadron 1

Marine Wing Communications Squadron 28

2d Low Altitude Air Defense Battalion

Marine Unmanned Aerial Vehicle Squadron 2

2D MARINE LOGISTICS GROUP
 MCB CAMP LEJEUNE, NC

HQBN, 2D MLG

MEU Logistics Battalion 22

MEU Logistics Battalion 24

MEU Logistics Battalion 26

Combat Logistics Regiment 2

Combat Logistics Battalion 2

Combat Logistics Battalion 6

Combat Logistics Battalion 8

Combat Logistics Regiment 25

2d Maintenance Battalion

2d Medical Battalion

2d Supply Battalion

Combat Logistics Company 21
 MCAS Cherry Point, NC

Combat Logistics Company 23
 MCAS Beaufort, SC

8th Engineer Support Battalion

2d Dental Battalion

U.S. MARINE CORPS FORCES, PACIFIC (MARFORPAC)

MARFORPAC has three command roles and responsibilities. The command serves as U.S. Marine Corps component to U.S. Pacific Command (USPACOM), U.S. Marine Corps component to U.S. Forces Korea (USFK), and Fleet Marine Forces Commander to Pacific Fleet. In addition to its service component responsibilities, MARFORPAC could be tasked to act as a joint task force command element.

With its headquarters located aboard Camp H. M. Smith, HI, MARFORPAC is the largest field command in the Marine Corps, having control of two-thirds of Marine Corps operational forces. Commander, MARFORPAC commands all U.S. Marine Corps forces assigned to USPACOM — approximately 86,400 Marines, Sailors and Civilians — operating in a diverse geographic area stretching from Yuma, Arizona to Goa, India.

The Commander, MARFORPAC supports national and theater strategic objectives, and exercises Marine Corps component responsibilities in support of operational and concept plans, theater security cooperation, foreign humanitarian assistance, homeland defense, force posture, and lay down. This includes a planned rotational presence in northwestern Australia, and protection of installations and forces in the USPACOM area of responsibility (AOR).

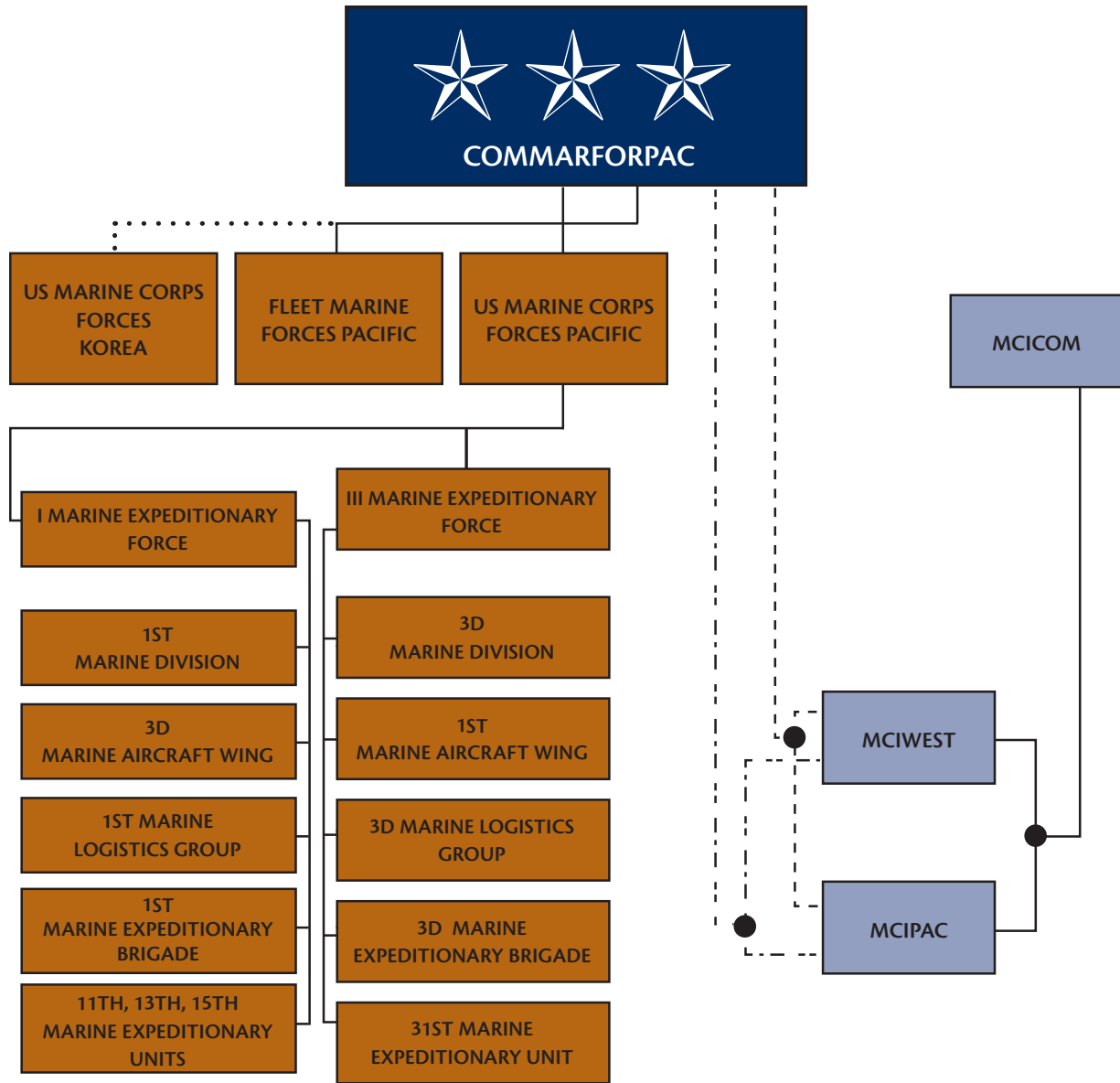
Annually, MARFORPAC conducts more than 160 major multi-lateral and bi-lateral exercises and theater security cooperation engagements with some 30 allies and partners in the Asia-Pacific region. MARFORPAC forces also rapidly respond to a yearly average of 14 humanitarian-assistance and disaster-relief (HA/DR) operations.

Through unity of effort, MARFORPAC exercises coordinating authority in a consultative relationship with MCICOM for operational force base support requirements, Defense Policy Review Initiative (DPRI) requirements in Japan and Guam, USPACOM Unified Campaign Plan (UCP) and contingency planning requirements, and other installation-support initiatives affecting the Marine Corps in the PACOM AOR.

While Marine Corps Installations Command exercises command and administrative control over all bases and stations of the Marine Corps, two of MCICOM's regional commands, MCIWEST and MCIPAC, have USPACOM-assigned forces as tenants. As such, COMMARFORPAC exercises tactical control of MCIPAC and MCIWEST, or both, when supporting USPACOM (UCP) tasking and operational missions.

During exceptional circumstances that require U.S. response in the PACOM AOR, such as HA/DR, or major combat operations, COMMARFORPAC, in consultation and accord with COMMCICOM, may assume operational control of MCIPAC and MCIWEST and their assigned installations.

U.S. MARINE CORPS FORCES, PACIFIC



LEGEND	
.....	MARFORPAC retains ADCON over MARFORK during Armistice.
-----	MARFORPAC exercises Coordinating Authority in a consultative relationship with MCICOM over operational force base requirements and installation support initiatives.
- - - - -	MARFORPAC retains TACON of MCIPAC and MCIWEST when supporting CDR, USPACOM UCP tasking, as well as OPCON during exceptional circumstances such as crisis/contingency response, depending on CDRUSPACOM requirements.

U.S. MARINE CORPS FORCES PACIFIC UNITS

I Marine Expeditionary Force

I MARINE EXPEDITIONARY FORCE MARINE CORPS BASE, CAMP PENDLETON, CA

I Marine Expeditionary Force Headquarters Group

- 9th Communications Battalion
- 1st Intelligence Battalion
- 1st Radio Battalion
- 1st Air and Naval Gunfire Liaison Company
- 1st Law Enforcement Battalion

1st Marine Expeditionary Brigade

- 11th Marine Expeditionary Unit
- 13th Marine Expeditionary Unit
- 15th Marine Expeditionary Unit

1ST MARINE DIVISION
MCB CAMP PENDLETON, CA

Headquarters Battalion

1st Marine Regiment

- 1st Battalion
- 2d Battalion
- 3d Battalion
- 1st Battalion, 4th Marines

5th Marine Regiment

- 1st Battalion
- 2d Battalion
- 3d Battalion
- 2d Battalion, 4th Marines

7th Marine Regiment

Marine Corps Air Ground Combat Center, 29 Palms, CA

- 1st Battalion
- 2d Battalion
- 3d Battalion
- 3d Battalion, 4th Marines

11th Marine Regiment

- 1st Battalion
- 2d Battalion
- 3d Battalion MCAGCC, 29 Palms, CA
- 5th Battalion (HIMARS)

1st Tank Battalion
MCAGCC, 29 Palms, CA

3d Assault Amphibian Battalion Company D
MCAGCC, 29 Palms, CA

1st Light Armored Reconnaissance Battalion

3d Light Armored Reconnaissance Battalion
MCAGCC, 29 Palms, CA

1st Combat Engineer Battalion

3d Combat Engineer Battalion
MCAGCC, 29 Palms, CA

1st Reconnaissance Battalion

3D MARINE AIRCRAFT WING MARINE CORPS AIR STATION, MIRAMAR, CA

Marine Wing Headquarters Squadron 3

Marine Aircraft Group 11

- Marine Aviation Logistics Squadron 11
- Marine Fighter Attack Squadron 232
- Marine Fighter Attack Squadron 314
- Marine Fighter Attack Squadron 323
- Marine All Weather Fighter Attack Squadron 121
- Marine All Weather Fighter Attack Squadron 225
- Marine Aerial Refueler Transport Squadron 352
- Marine Fighter Attack Training Squadron 101
- Marine Wing Support Squadron 373

Marine Aircraft Group 13
MCAS Yuma, AZ

- Marine Aviation Logistics Squadron 13
- Marine Attack Squadron 211
- Marine Attack Squadron 214
- Marine Attack Squadron 311
- Marine Attack Squadron 513
- Marine Wing Support Squadron 371

Marine Aircraft Group 16

- Marine Aviation Logistics Squadron 16
- Marine Medium Tiltrotor Squadron 161
- Marine Medium Tiltrotor Squadron 163
- Marine Medium Helicopter Squadron 165
- Marine Medium Tiltrotor Squadron 166
- Marine Medium Tiltrotor Squadron 363
- Marine Heavy Helicopter Squadron 361
- Marine Heavy Helicopter Squadron 462
- Marine Heavy Helicopter Squadron 465

U.S. MARINE CORPS FORCES PACIFIC UNITS

I Marine Expeditionary Force (cont.)

Marine Heavy Helicopter Squadron 466
 Marine Wing Support Squadron 374
 MCAGCC 29 Palms, CA

Marine Aircraft Group 39
 MCAS Camp Pendleton, CA

Marine Aviation Logistics Squadron 39
 Marine Light Attack Helicopter Squadron 169
 Marine Light Attack Helicopter Squadron 267
 Marine Light Attack Helicopter Squadron 369
 Marine Light Attack Helicopter Squadron 469
 Marine Light Attack Helicopter Training Squadron 303
 Marine Medium Helicopter Squadron 268
 Marine Medium Helicopter Squadron 364
 Marine Medium Helicopter Training Squadron 164
 Marine Wing Support Squadron 372

Marine Air Control Group 38

Marine Tactical Air Command Squadron 38
 Marine Air Control Squadron 1
 MCAS Yuma, AZ
 Marine Air Support Squadron 3
 MCAS Camp Pendleton, CA
 Marine Wing Communications Squadron 38
 3d Low Altitude Air Defense Battalion
 MCAS Camp Pendleton, CA
 Marine Unmanned Aerial Vehicle Squadron 1
 MCAGCC 29 Palms, CA
 Marine Unmanned Aerial Vehicle Squadron 3
 MCAGCC 29 Palms, CA

1ST MARINE LOGISTICS GROUP
 MCB CAMP PENDLETON, CA

Combat Logistics Regiment 1

Combat Logistics Battalion 1
 Combat Logistics Battalion 5
 Combat Logistics Battalion 7
 MCAGCC 29 Palms, CA

Combat Logistics Regiment 15

1st Maintenance Battalion
 1st Medical Battalion
 1st Supply Battalion
 Combat Logistics Company 11
 MCAS Miramar, CA
 Combat Logistics Company 16
 MCAS Yuma, AZ

Combat Logistics Regiment 17

MEU Logistics Battalion 11
 MEU Logistics Battalion 13
 MEU Logistics Battalion 15

7th Engineer Support Battalion

1st Dental Battalion

U.S. MARINE CORPS FORCES PACIFIC UNITS

III Marine Expeditionary Force

III MARINE EXPEDITIONARY FORCE MARINE CORPS BASES, OKINAWA, JAPAN

III Marine Expeditionary Force Headquarters Group

- 7th Communications Battalion
- 3d Intelligence Battalion
- 3d Radio Battalion MCB Kaneohe Bay, HI
- 5th Air and Naval Gunfire Liaison Company
- 3d Law Enforcement Battalion
- 3d Marine Expeditionary Brigade
- 3d Marine Expeditionary Brigade
Command Element
- 31st Marine Expeditionary Unit

3D MARINE DIVISION MARINE CORPS BASES, OKINAWA, JAPAN

Headquarters Battalion

- 3d Marine Regiment MCB Kaneohe Bay, HI
 - 1st Battalion
 - 2d Battalion
 - 3d Battalion
- 4th Marine Regiment
 - Units sourced via Unit Deployment Program(UDP)
- 12th Marine Regiment
 - 1st Battalion MCB Kaneohe Bay, HI
 - 3d Battalion
- 3d Combat Assault Battalion
- 3d Reconnaissance Battalion

1ST MARINE AIRCRAFT WING MARINE CORPS BASES, OKINAWA, JAPAN

Marine Wing Headquarters Squadron 1

- Marine Aircraft Group 12
MCAS Iwakuni, Japan
 - Marine Aviation Logistics Squadron 12
 - Marine All Weather Fighter Attack Squadron 242
 - Marine Wing Support Squadron 171
MCAS Iwakuni, Japan

- Marine Aircraft Group 24 (-)
MCAS Kaneohe Bay, HI
 - Marine Aviation Logistics Squadron 24 (-)
 - Marine Light Attack Helicopter Squadron 367
 - Marine Heavy Helicopter Squadron 362
 - Marine Heavy Helicopter Squadron 463 (CH-53E)
 - Marine Wing Support Detachment 24

- Marine Aircraft Group 36
MCAS Futenma, Okinawa, Japan
 - Marine Aviation Logistics Squadron 36
 - Marine Medium Helicopter Squadron 262
 - Marine Medium Tiltrotor Squadron 265
 - Marine Aerial Refueler Transport Squadron 152
 - Marine Wing Support Squadron 172

- Marine Air Control Group 18
MCAS Futenma, Okinawa, Japan
 - Marine Tactical Air Command Squadron 18
 - Marine Air Control Squadron 4
 - Marine Air Support Squadron 2
 - Marine Wing Communications Squadron 18

3D MARINE LOGISTICS GROUP MARINE CORPS BASES, OKINAWA, JAPAN

- Combat Logistics Regiment 3
 - Combat Logistics Battalion 3
MCB Kaneohe Bay, HI
 - Combat Logistics Battalion 4
- Combat Logistics Regiment 35
 - 3d Maintenance Battalion
 - 3d Medical Battalion
 - 3d Supply Battalion
 - Combat Logistics Company 36
MCAS Iwakuni, Japan

- Combat Logistics Regiment 37
 - MEU Logistics Battalion 31

- 9th Engineer Support Battalion

- 3d Dental Battalion

U.S. MARINE CORPS FORCES, SPECIAL OPERATIONS COMMAND (MARSOC)

In October 2005, the Secretary of Defense directed the Marine Corps to form a service component of U.S. Special Operations Command (USSOCOM) and begin providing forces to the commander of USSOCOM. MARSOC was formally established February 24, 2006 and is the Marine Corps component of USSOCOM. Headquartered at Camp Lejeune, NC, MARSOC trains, organizes, equips, and, when directed by the Commander USSOCOM, deploys task organized, scalable and responsive Marine Corps special operations forces (SOF) worldwide in support of combatant commanders and other agencies.

MARSOC will ultimately grow to a total force of approximately 4,000 Marines, Sailors, and civilian employees, including smaller numbers of the other branches of service. MARSOC includes three subordinate commands: the Marine Special Operations Regiment (MSOR), which consists of three Marine special operations battalions (1st MSOB at Camp Pendleton, CA, and 2d and 3d MSOB at Camp Lejeune, NC); the Marine Special Operations Support Group (MSOSG), which consists of three battalions (Marine Special Operations Combat Support Battalion and Marine Special Operations Logistics Battalion at Camp Lejeune, NC and Marine Special Operations Support Battalion at Camp Pendleton, CA.); and the Marine Special Operations School (MSOS) at Camp Lejeune, NC.

A Marine Corps major general commands MARSOC with a supporting staff designed to be compatible with all the functional areas within USSOCOM and Headquarters, U.S. Marine Corps. The MARSOC headquarters is responsible for identifying Marine special operations-unique requirements; developing Marine SOF tactics, techniques, procedures and doctrine; and executing assigned missions in accordance with designated conditions and standards.

From its inception in 2006 through 2012, MARSOC has conducted more than 125 operational overseas unit deployments of Marine Special Operations Teams (MSOTs) and Marine Special Operations Companies (MSOCs) in support of the geographic combatant commanders. While MARSOC's primary focus has been the support of operations in Afghanistan, units have been involved in many other missions that span the globe. To date, MARSOC has conducted missions in over 18 different countries. The majority of these missions focus on training partner nation forces, assisting in counter-narcoterrorism efforts and providing other subject matter expert guidance to countries in component commands such as U.S. Africa Command, U.S. Pacific Command, U.S. Southern Command and U.S. Central Command. In 2009, MARSOC deployed its first Special Operations Task Force HQ, built around a Marine Special Operations Battalion, to Afghanistan. MARSOC continues to deploy SOTFs to Afghanistan, recently executing the fourth such deployment. These MARSOC SOTFs provide command, control, coordination and support to multiple SOF elements from MARSOC, U.S. Army Special Operations Command (USASOC) and Naval Special Warfare Command (NSWCOM) throughout RC West and Southwest, an area of over 100,000 square miles.

MARSOC Core Activities. Special Operations require unique modes of employment, tactical techniques and training, and are often conducted in hostile, denied or politically sensitive environments. MARSOC is made up of regionally grounded and operationally astute Multidimensional Operators, formed into special operations teams that are forward deployed to conduct shaping, deterrence and crisis response operations. MARSOC is tasked by SOCOM with providing units specially trained in the following primary SOF core activities:

- Direct Action (DA)
- Special Reconnaissance (SR)
- Security Force Assistance (SFA)
- Counter-insurgency (COIN)
- Foreign Internal Defense (FID)
- Counterterrorism (CT)
- Information Operations (IO)

MARSOC is also tasked to provide support for Civil Affairs Operations, Military Information Support Operations, Unconventional Warfare and Counter Proliferation operations, as well as training, equipping, planning for and providing forces to execute SOF Command and Control.

MARSOC Subordinate Units

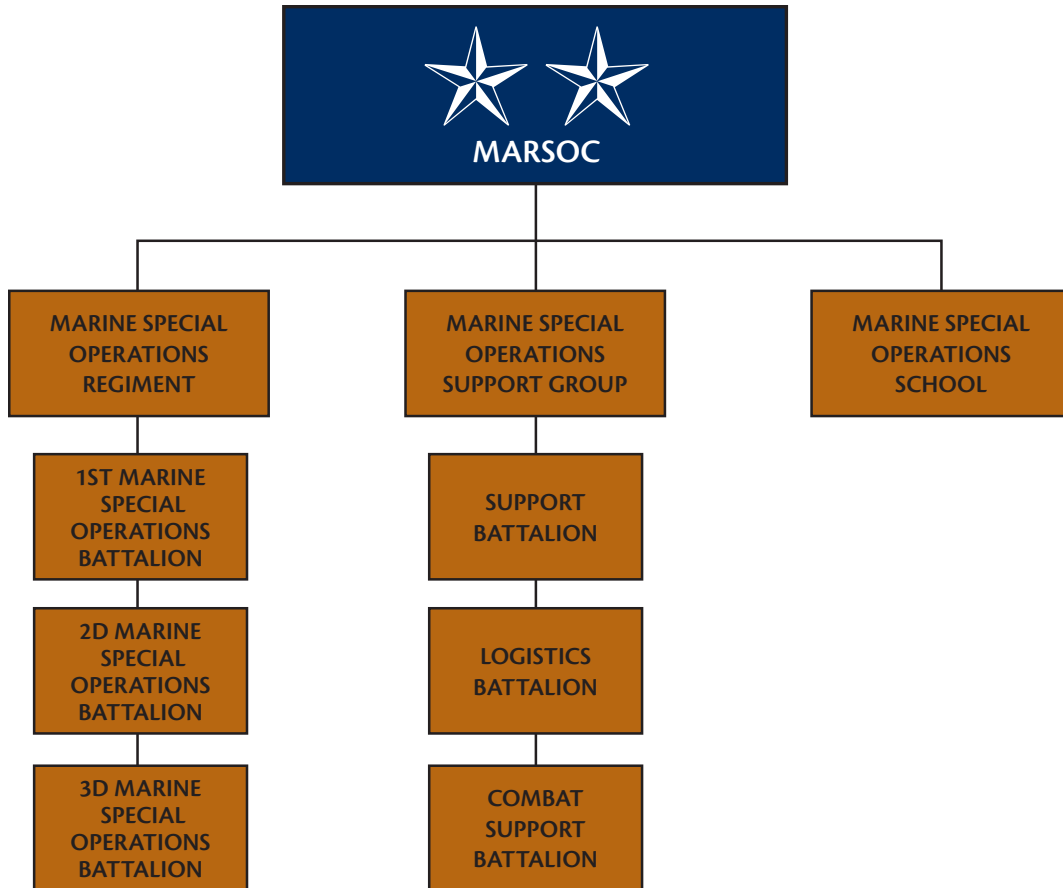
Marine Special Operations Regiment (MSOR): MSOR consists of a Headquarters Company and three Marine Special Operations Battalions (1st, 2d, and 3d). The regiment provides tailored, military combat-skills training and advisor support for identified foreign forces, in order to enhance their tactical capabilities and to prepare the environment as directed by USSOCOM as well as the capability to form the nucleus of a joint special operations task force. Marines and Sailors of the MSOR train, advise, and assist host nation forces - including naval and maritime military and paramilitary forces - to enable them to support their governments' internal security and stability; to counter subversion; and to reduce the risk of violence from internal and external threats. MSOR deployments are coordinated by MARSOC through USSOCOM, in accordance with engagement priorities for overseas contingency operations. MSOR HQ is located at Camp Lejeune, NC.

Marine Special Operations Battalions (MSOB): The 1st, 2d, and 3d MSOBs are organized, trained, and equipped to deploy for worldwide missions. The battalions are commanded by a Marine lieutenant colonel and consist of four MSOCs, which, when designated for deployment, are task organized with personnel

uniquely skilled in special equipment support, intelligence, and fire-support. Each MSOC is commanded by a Marine major and is capable of deploying task organized, expeditionary Marine SOF providing the above listed core activities in support of the geographic combatant commanders. MSOCs are also uniquely organized and tailored to conduct distributed operations in the littorals with counter-insurgency expertise and language and cultural capability. Each team within the company is designed and capable of limited split-team operations and trained to conduct FID, DA and SR missions both unilaterally and with partnered nation forces. 1st MSOB is located at Camp Pendleton, CA, and the 2nd and 3rd MSOBs are located at Camp Lejeune, NC.

Marine Special Operations Support Group (MSOSG): The MSOSG provides support capabilities for worldwide special operations missions as directed by the MARSOC commander. The MSOSG specifically provides all-source intelligence fusion, combined arms coordination, multi-purpose canine capability, special operations communications, and combat service support capability to MARSOC forces through its Combat Support Battalion, Logistics Battalion, and Support Battalion. The MSOSG deploys its capabilities in tailored operational support detachments as part of each MSOC and of each SOTF. The Support Group, Combat Support Battalion, and Logistics Battalion are located at Camp Lejeune, NC; the Support Battalion is located at Camp Pendleton to provide direct support to 1st MSOB.

Marine Special Operations School (MSOS): MSOS screens, assesses, selects, and trains Marines and Sailors for special operations assignments in MARSOC; provides both initial and advanced individual special operations training; and serves as MARSOC's training and education proponent in support of MARSOC requirements. MSOS is located at Camp Lejeune, NC.



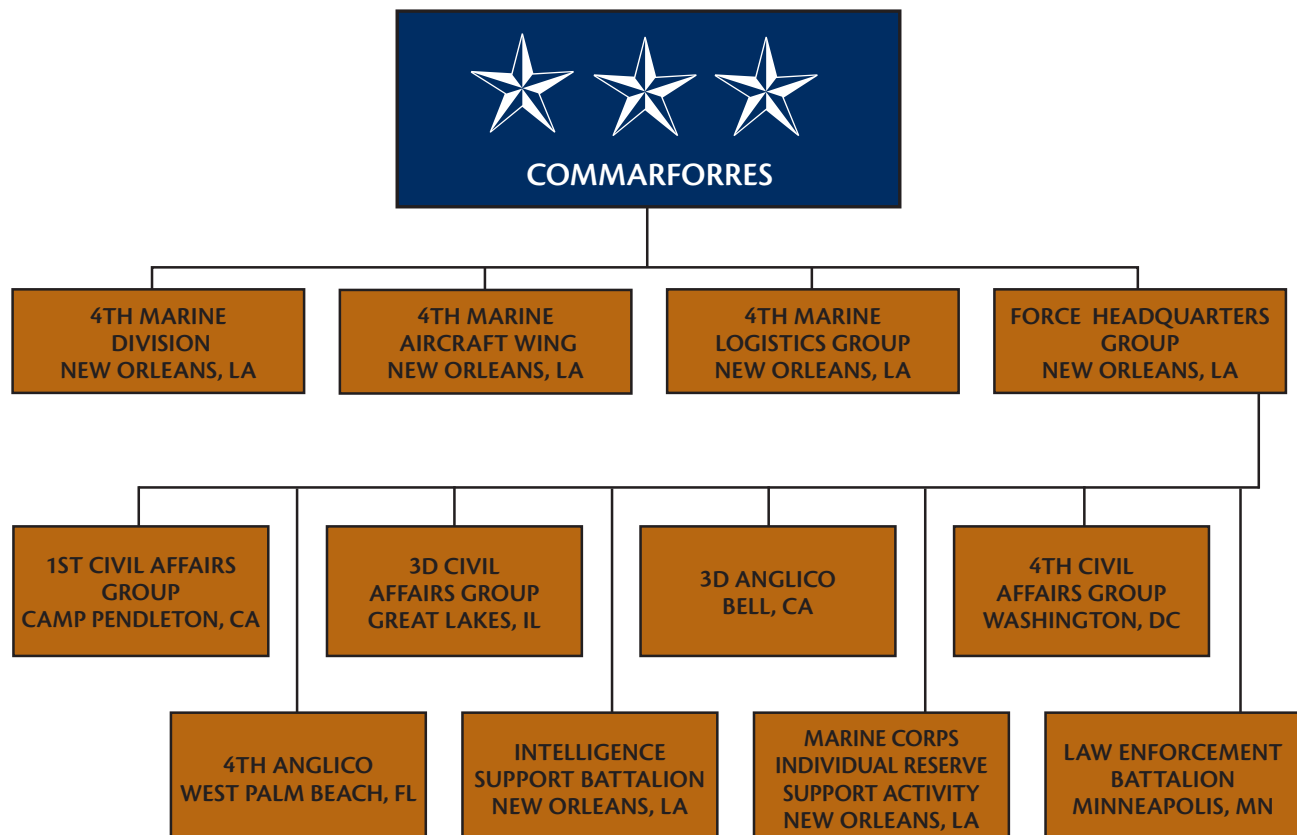
MARINE FORCES RESERVE (MARFORRES)

Headquartered in New Orleans, Louisiana, MARFORRES is responsible for providing trained units and qualified individuals for active-duty service in times of war, national emergency, or in support of contingency operations. Marine Corps force expansion is made possible by activation of the Marine Corps Reserve. As an operational reserve, MARFORRES provides personnel and operational tempo relief for active component forces during times of peace.

Like the active component, MARFORRES is a combined-arms force with balanced ground, aviation, and logistics combat support units. MARFORRES capabilities are managed through MARFORCOM as

part of his global force management responsibilities for the Commandant. Commander, MARFORRES is also Commander, Marine Forces Northern Command (MARFORNORTH) and serves as the Marine component of NORTHCOM.

As of September 30, 2013, MARFORRES will have units located at 182 training centers in 47 states, Puerto Rico and the District of Columbia. The MARFORRES, in keeping with the Marine Corps Total Force concept, has been an integral force provider across the spectrum of combat and peacetime engagement. The ethos of MARFORRES is mobilization and combat readiness. This ensures the men and women of the Reserve stand ready, willing and able to answer the Nation's call at home and abroad at a moment's notice.



MARINE FORCES RESERVE UNITS

Force Headquarters Group	New Orleans, LA	Marine Aircraft Group 41	JRB Fort Worth, TX
Intelligence Support Battalion	New Orleans, LA	Marine Aviation Logistics Squadron 41	JRB Fort Worth, TX
4th Air and Naval Gunfire Liaison Company	West Palm Beach, FL	Marine Medium Tilt-Rotor Squadron 764	Miramar, CA
6th Air and Naval Gunfire Liaison Company	Concord, CA	Marine Fighter Attack Squadron 112	JRB Fort Worth, TX
1st Civil Affairs Group	MCB Camp Pendleton, CA	Marine Aerial Refueler Transport Squadron 234	JRB Fort Worth, TX
2d Civil Affairs Group	Miami, FL	Marine Fighter Training Squadron 401	MCAS Yuma, AZ
3d Civil Affairs Group	NS Great Lakes, IL	Marine Wing Support Squadron 473	MCAS Miramar, CA
4th Law Enforcement Battalion	St. Paul, MN		
6th Communications Battalion	Brooklyn, NY		
4TH MARINE DIVISION	NEW ORLEANS, LA	Marine Aircraft Group 49	JRB McGuire-Dix-Lakehurst, NJ
23d Marine Regiment	San Bruno, CA	Marine Aviation Logistics Squadron 49	Stewart ANG Base, NY
1st Battalion	Houston, TX	Marine Aerial Refueler Transport Squadron 452	Stewart ANG Base, NY
2d Battalion	Pasadena, CA	Marine Medium Helicopter Squadron 774	NAS Norfolk, VA
3d Battalion	Bridgeton, MO	Marine Heavy Helicopter Squadron 772	JRB McGuire-Dix-Lakehurst, NJ
2d Battalion, 24th Marines	Chicago, IL	Marine Light Attack Helicopter Squadron 773	Warner Robins AFB, GA
25th Marine Regiment	Ft. Devens, MA	Marine Wing Support Squadron 471	Minneapolis, MN
1st Battalion	Ft. Devens, MA	Marine Wing Support Squadron 472	JRB McGuire-Dix-Lakehurst, NJ
2d Battalion	Garden City, NY		
3d Battalion	Brook Park, OH	Marine Air Control Group 48	Great Lakes, IL
1st Battalion, 24th Marines	Mount Clemens, MI	Marine Tactical Air Command Squadron 48	Great Lakes, IL
14th Marine Regiment	Fort Worth, TX	Marine Air Control Squadron 24	Virginia Beach, VA
2d Battalion (HIMARS)	Grand Prairie, TX	Marine Air Support Squadron 6	Westover Air Reserve Base, MA
3d Battalion	Bristol, PA	Marine Wing Communications Squadron 48	Great Lakes, IL
5th Battalion	Seal Beach, CA	Marine Unmanned Aerial Vehicle Squadron 4	MCAS Yuma, AZ
3d Force Reconnaissance Company	Mobile, AL		
4th Force Reconnaissance Company	Alameda, CA	Marine Aviation Training Support Group 42	NAS Pensacola, FL
4th Tank Battalion	San Diego, CA		
4th Assault Amphibian Battalion	Tampa, FL		
4th Light Armored Reconnaissance Battalion	MCB Camp Pendleton, CA	4TH MARINE LOGISTICS GROUP	NEW ORLEANS, LA
4th Combat Engineer Battalion	Baltimore, MD	Combat Logistics Regiment 4	Kansas City, KS
4th Reconnaissance Battalion	San Antonio, TX	Combat Logistics Battalion 23	Fort Lewis, WA
		Combat Logistics Battalion 451	Charlotte, NC
4TH MARINE AIRCRAFT WING	NEW ORLEANS, LA	4th Dental Battalion	Marietta, GA
Marine Transport Squadron		4th Medical Battalion	San Diego, CA
Det VMR Andrews AFB	Andrews Air Force Base, MD	6th Engineer Support Battalion	Portland, OR
Det VMR JRB Belle Chase	New Orleans, LA	Combat Logistics Regiment 45	Marietta, GA
		Combat Logistics Battalion 453	Aurora, CO
		Combat Logistics Battalion 25	Red Bank, NJ

Force Structure Changes as of 30 Sept 2013

U.S. MARINE CORPS FORCES, CYBERSPACE COMMAND (MARFORCYBER)

Recognizing the significance of the cyberspace domain to national security, the Secretary of Defense directed the establishment of U.S. Cyber Command (CYBERCOM) as a sub-unified command under the U.S. Strategic Command. The primary objective of CYBERCOM is to integrate the computer network operations capabilities of the services and agencies in support of the National Strategy to Secure Cyberspace (NSSC).

In response, the Marine Corps established U.S. Marine Corps Forces Cyberspace Command (MARFORCYBER) in October 2009. (This was complemented by the standing up of the Navy’s U.S. Tenth Fleet/Fleet Cyber Command in January 2010.) MARFORCYBER’s mission is to plan, coordinate, integrate, synchronize, and direct full spectrum Marine Corps cyberspace operations. This includes Department of Defense (DoD) Global Information Grid (GIG) operations, defensive cyber operations, and when directed, planning and executing offensive cyberspace operations. These operations support the Marine Air Ground Task Force (MAGTF), joint, and combined cyberspace requirements that enable freedom of action across all warfighting domains and deny the same to adversarial forces.

MARFORCYBER Subordinate Units

Marine Corps Network Operations and Security Center (MCNOSC)

The MCNOSC’s mission is to direct global network operations and defense of the Marine Corps Enterprise Network (MCEN). MCNOSC also provides technical leadership to facilitate seamless information exchange by Marine and joint forces operating worldwide. The MCNOSC is the Corps nucleus for enterprise data network operations and defense, network support to deploying forces, and technical development of network-enabled information technology (IT) solutions. The MCNOSC activities include the following:

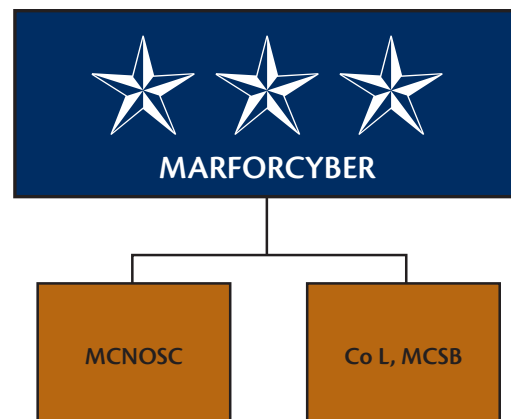
- Operating and defending the enterprise aspects of the MCEN

- Collecting and sharing Global Information Grid (GIG) situational awareness
- Reporting and directing actions that proactively address threats and vulnerabilities
- Responding to operational incidents
- Providing technical leadership to ensure that Marine Corps and joint capabilities leverage new technologies to the advantage of the Marine warfighter.

MCNOSC personnel monitor MCEN operations around the clock through an array of strategically positioned sensors and a “24/7” watch floor to ensure the availability and security of the network. Under the operational control of MARFORCYBER, the MCNOSC conducts preventative actions, attack detection, and incident response to counter rapidly expanding, increasingly diverse, and ever-more complex threats to defend the MCEN against cyber attack and enable the Marine Corps use of cyberspace.

Company L, Marine Cryptologic Support Battalion (MCSB)

Assigned under the operational control of MARFORCYBER, Company L’s mission is to plan and execute offensive cyberspace operations in order to support joint and Marine Corps requirements. Additionally, Company L deploys Marines to provide tailored subject matter expertise in support of MEF and MAGTF operations.



INSTALLATIONS

MARINE CORPS INSTALLATIONS COMMAND (MCICOM)

The Commandant of the Marine Corps (CMC) directed a reorganization of the Installations and Logistics Department, Headquarters Marine Corps, to include the creation of Marine Corps Installations Command (MCICOM) subordinate to the Deputy Commandant, Installation and Logistics. The CMC further stipulated that MCICOM would consist of a Headquarters located at Washington, D.C., and three subordinate commands: Marine Corps Installations East; Marine Corps Installations Pacific; and Marine Corps Installations West. MCICOM achieved full operational capability at the commencement of FY 2013.

Marine Corps installations directly support Marine Corps Operating Forces, individual Marines, and family members. They are essential components in the foundation of national defense as they are the force projection platforms that support training, sustainment, mobilization, deployment, embarkation, redeployment, reconstitution, and force protection. However, our installations face the most significant challenges in their history including increasing mission scope and complexity, declining resources, and growing threats to their long-term viability. The most pressing mission challenge is to maintain high quality installation support despite resource constraints.

MARINE CORPS LOGISTICS COMMAND (MCLC)

Headquartered in Albany, Georgia, MCLC provides worldwide, integrated logistics, supply chain, and distribution management; maintenance management; and strategic prepositioning capability in support of the operating forces and other supported units. The services and support provided by MCLC maximize supported unit readiness, synchronize distribution processes, and support Marine Corps enterprise and program-level total life cycle management.

MCLC is the Marine Corps Executive Agent for the tactical coordination, planning, and execution of

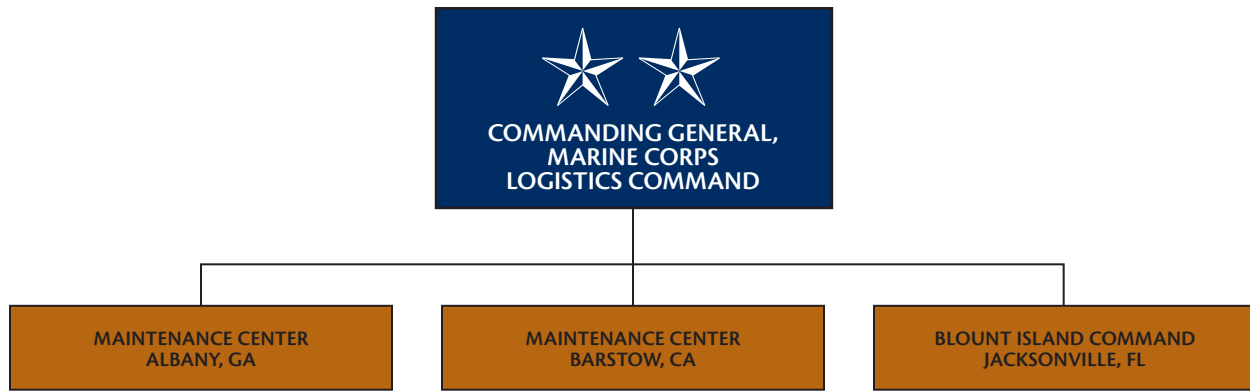
ground equipment reset and is responsible for end-to-end ground equipment reset from Southwest Asia actions from theater, through the appropriate Operation Enduring Freedom (OEF) Reset Account and until all reset maintenance actions are complete. As such, the Command is fully engaged in expediting, tracking, and processing principle end items and other classes of supply from Afghanistan. Additionally, MCLC manages the enterprise lifecycle maintenance program that is used to reset designated ground weapon systems.

Through Marine Corps Logistics Command (Forward) (MCLC (Fwd)), located in Afghanistan, MCLC provides critical sustainment logistics support to Marine forces currently deployed to Afghanistan. MCLC (Fwd) also executes in-theater reset actions, conducts the retrograde of equipment, and assists the redeployment actions of Marine Forces Central Command and the OEF Marine Air Ground Task Force.

MCLC is structured to execute its core competencies via its four subordinate commands, its Marine Expeditionary Force (MEF) Support Teams co-located with each MEF and Marine Forces Reserve Headquarters, and its liaison officers in the National Capital Region, at Marine Corps Systems Command and the Program Executive Office-Land Systems.

Blount Island Command

Blount Island Command (BIC), located in Jacksonville, Florida, ensures that ground equipment and supplies associated with Marine Corps prepositioning programs afloat and ashore are of the highest state of readiness. BIC services the Marine Corps entire maritime prepositioning fleet, currently consisting of 12 ships and growing to 14 by 2015, within a three-year period, and also services the Marine Corps' equipment maintained in the Norwegian caves as part of the Marine Corps Prepositioning Program-Norway. The BIC facility is being expanded to handle the demands of the future Maritime Prepositioning Force (MPF) program over the long term. In addition to the MPF mission, BIC manages the Marine Expeditionary Unit (MEU)



Augmentation Program (MAP). Supporting the MEU's that serve as U.S. Central Command's strategic reserve, the MAP is an inventory of equipment, mainly rolling stock and armored vehicles, on call in Kuwait.

Marine Depot Maintenance Command

In December 2011, the Commandant of the Marine Corps approved the establishment of MCLC's subordinate command, the Marine Depot Maintenance Command (MDMC). MDMC headquarters is located in Albany, Georgia with Production Plants in Albany and Barstow, California which consolidated the two production plants under a single headquarters, will reduce overhead, provide greater flexibility, and gain critical efficiencies to better support Marines in combat and in training. The production plants repair, rebuild, and modify all types of Marine Corps ground-combat, combat-support, and combat-service support equipment. These two production plants can be rapidly realigned for new capability and capacity to meet the immediate needs of the warfighter, to include the ongoing deployment of maintenance teams to OEF to provide support for combat operations and the continuing execution of the reset of equipment returned from Afghanistan. Both production plants are designated as Centers of Industrial and Technical Excellence for ground and amphibious combat and combat support systems, combat/tactical vehicles, automotive/construction equipment, ordnance/weapons, general-

purpose equipment, and communications/electronics equipment.

Marine Corps Logistics Command (Forward)

MCLC (Fwd) directs MCLC operations conducted in Afghanistan in order to provide service-level operational logistics support to Marine Corps forces as directed by Commander U.S. Marine Corps Forces Central Command and to execute in-theater Redeployment and Retrograde in support of Reset and Reconstitution actions. It provides other services and capabilities that align with the MCLC core competencies of supply, maintenance, and distribution to sustain the readiness of combat forces and allow them to focus on their tactical mission. Areas of effort includes management of a forward-in-stores capability, which is an inventory of critical equipment that is used to replace damaged or destroyed items immediately instead of waiting for them to be shipped from the United States. MCLC (Fwd) manages the principle end item rotation program; an effort designed to maintain a steady flow of refurbished equipment throughout the theater and coordinates the use of available in-theater maintenance resources to keep equipment combat ready. Finally, MCLC (Fwd) is responsible for the retrograde of USMC equipment from Afghanistan by identifying, accounting for, and shipping equipment to its reset destination.

Marine Corps Logistics Command (MCLC) Headquarters Group (HQ)

MCLC HQ Group, located in Albany, Georgia, provides for the safety and welfare, ensures good order and discipline, and maintains individual readiness for all Marines and sailors assigned to the headquarters and MDMC.

CHAPTER 3



PROGRAMS

INTRODUCTION

The primary role of the Marine Corps in the 21st century is to be the Nation's *Expeditionary Force-in-Readiness*. It is a force that provides combined-arms operating forces — including integrated aviation and logistical components — for service as part of naval, joint, and combined forces world wide. The Marine Corps fills a unique role in the capability range of America's armed forces. A *Middleweight Force*, we are lighter than the Army, and heavier than Special Operations Forces (SOF). Marine Corps forces magnify U.S. power-projection capabilities, ensuring American military power remains influential during peacetime, compelling in crisis, and decisive in war.

As we look ahead, we will reinvigorate and reinforce our credentials as a lighter, faster, hard-hitting, expeditionary, and sea-based Marine Corps that relies on agility, shock, and surprise. Innovation and fiscal responsibility likewise will continue to be hallmarks of the Marine Corps. We are continuing to invest limited resources to restore combat capability and enhance our Marines' readiness at home and in overseas operating areas. We also are monitoring our total investment requirements and measuring them against changing operational demands. In Marine Corps ground and aviation programs, for example, we continue to test, develop, and procure dual-use systems and employ emerging technology. Throughout, however, our focus remains on the individual Marine's ability to carry out the tasks at hand.

Chapter Three of the 2013 Edition of *Concepts and Programs* provides information on Marine Corps programs of record and major end-item equipment, which will ensure that current and future Marines have what they need to accomplish the mission.

ACQUISITION CATEGORIES (ACAT) AND TERMS

The category of an acquisition program shall generally be determined based upon an assessment of cost, complex and risk. A description of the most commonly discussed Acquisition Category (ACAT) levels follows:

ACAT I: MAJOR DEFENSE ACQUISITION PROGRAMS (MDAP)

The Undersecretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)) designates MDAPs as ACAT ID (Defense Acquisition Board) or ACAT IC (Component). The Milestone Decision Authority (MDA) for an ACAT ID program is USD(ATL), and the MDA for ACAT IC (Component) Department of the Navy (DON) programs is the Secretary of the Navy or the Assistant Secretary of the Navy Research, Development & Acquisition (ASN(RDA)). To achieve this level of designation, a program must exceed \$365 million in FY 2000 dollars in research and development funding, exceed \$2.190 billion in FY 2000 dollars in procurement funding or be designated as “Special Interest” by the MDA.

The Marine Corps leads the following ACAT I programs: the MV-22 Osprey Program; the Global Combat Support System; the Ground Aviation Task Oriented Radar; the Medium Tactical Vehicle Replacement; and the Common Aviation Command and Control System. The Marine Corps also participates in numerous joint ACAT I programs, including the Global Broadcast Service, the Joint Light Tactical Vehicle, and the Joint Tactical Radio System.

ACAT IA: MAJOR AUTOMATED INFORMATION SYSTEMS (MAIS)

USD(AT&L) designates MAIS programs as ACAT IAM (MAIS) or ACAT IAC (Component) and is the MDA for ACAT IAM programs, unless delegated to the Assistant Secretary of Defense for Networks and Information Integration (ASD(NII)). The ASN(RDA) is the MDA for DON ACAT IAC programs. These are

the largest automated information system (AIS) acquisition programs. There are several cost thresholds for this level, which include AIS programs with single-year funding, in all appropriations in excess of \$32 million in FY 2000 dollars, with total program cost in excess of \$126 million in FY 2000 dollars, or total lifecycle costs in excess of \$378 million in FY 2000 dollars, or designated as “Special Interest” by the MDA.

ACAT II

These programs do not meet the threshold for ACAT I, but have research and development funding in excess of \$140 million or procurement funding in excess of \$660 million. They are also known as Major Systems and the USD(AT&L) or his designee is the MDA for ACAT II programs. The Marine Corps funds two ACAT II program: the Logistics Vehicle Systems Replacement and the Lightweight 155 Howitzer.

ACAT III

Programs that do not meet the cost threshold for ACAT I or II but involve combat capability are designated ACAT III or IV programs. Within the Marine Corps, the designation generally depends on the level of program management and oversight assigned by Commander, Marine Corps Systems Command, Program Executive Officer Land Systems, or the Direct Reporting Program Manager when that applies. The Marine Corps currently manages more than 24 ACAT III programs.

ACAT IV

There are two categories of ACAT IV programs. ACAT IVT (Test) programs require Operational Test and Evaluation (OT&E), while ACAT IVM (Monitor) programs do not. Commander, Operational Test and Evaluation Force (COMOPTEVFOR) or Director, Marine Corps Operational Test and Evaluation Activity (Director, MCOTEVA) may elect to monitor ACAT IVM programs. The Marine Corps manages nearly 40 such programs.

ABBREVIATED ACQUISITION PROGRAMS (AAPs)

AAPs are programs that do not meet the criteria for ACAT IV or above and does not require operational test and evaluation. Developmental costs for AAPs cannot exceed \$10 million and total program value cannot exceed \$50 million. For information technology systems, developmental costs cannot exceed \$15 million, or program costs exceed \$30 million. For the past several years, the Marine Corps manages approximately 100 AAP programs at any given time.

OPERATIONS AND SUPPORT PROGRAMS (O&S PROGRAMS)

As total life-cycle managers of already acquired and fielded systems, the Marine Corp Systems Command maintains control and management oversight responsibilities for more than 300 independent systems needed to support the warfighter.

ACQUISITION PHASES AND TERMS

Matériel Solution Analysis Phase (Pre-Milestone A): The purpose of this phase is to assess potential matériel solutions and to satisfy the phase-specific entrance criteria for the next program milestone designated by the MDA. The most promising systems concepts shall be defined, in part, by broad objectives for performance and the identification of interoperability and integration requirements within a family of systems or system of systems. The Matériel Solution Analysis Phase ends when the Analysis of Alternatives (AoA) has been completed, matériel solution options for the capability need identified in the approved Initial Capabilities Document (ICD) have been recommended, and the phase-specific entrance criteria for the initial review milestone have been satisfied.

Technology Development Phase (Pre-Milestone B): The purpose of this phase is to reduce technology risk, to determine and mature the appropriate set of technologies to be integrated into a full system, and to demonstrate critical technology elements on prototypes. Technology Development is a continuous tech-

nology discovery and development process reflecting close collaboration between the science and technology (S&T) community, the user, and the system developer. It is an iterative process designed to assess the viability of technologies while simultaneously refining user requirements.

Engineering and Manufacturing Development (Pre-Milestone C): This is the phase in which a system or increment of capability is developed. Work in this phase includes reduction of integration and manufacturing risk, ensuring operational supportability, human systems engineering, design for the ability to produce, and demonstration of system integration, interoperability and utility.

Production and Deployment (Post-Milestone C): This is the phase in which the operational capability that satisfies mission needs is achieved through operational test and evaluation to determine effectiveness, and suitability. Milestone C authorizes entry into Low Rate Initial Production (LRIP, for MDAPs and major systems), into production or procurement (for non-major systems that do not require LRIP), or into limited deployment in support of operational testing for MAIS programs or software-intensive systems with no production components. The MDAPs and other programs on the Office of the Secretary of Defense (OSD) Test and Evaluation Oversight List, Production and Deployment have two major efforts — LRIP and Full-Rate Production and Deployment — and require a Full-Rate Production (FRP) Decision Review. For MAIS programs or software intensive systems with no production components, the FRP Decision Review is referred to as the Full Deployment Decision Review.

A Non-Developmental Item (NDI): An NDI is any previously developed item of supply used exclusively for government purposes by a federal agency, a state or local government, or a foreign government with which the United States has a mutual defense cooperation agreement. An NDI requires only minor modifications or modifications of the type customar-

ily available in the commercial marketplace in order to meet the requirements of the Marine Corps.

Initial Operational Capability (IOC): In general, IOC is reached when some units or organizations in the force structure scheduled to receive a system have received it and have the ability to employ and maintain it. The specifics for any particular system IOC are defined in that system's Capability Development Document (CDD) and Capability Production Document (CPD).

Full Operational Capability (FOC): In general, FOC is attained when all units and organizations in the force structure scheduled to receive a system have received it and have the ability to employ and maintain it. The specifics for any particular system FOC are defined in that system's CDD and CPD.



PILLAR 1:
HIGH QUALITY PEOPLE



SECTION 1: MANPOWER



INTRODUCTION

Our Marine Corps is an expeditionary force fully trained and capable of executing assigned missions. Our strategic guidance rightfully focuses our attention on the Pacific and Central Command regions. Navy-Marine Corps forward basing, response capabilities and plans are already positioned to support that strategy, yet we will remain vigilant and capable to respond on short notice in other areas of the world as our Nation requires. Marines continually stand ready to contribute to a decisive joint force and can help provide access for that force wherever needed.

Our Corps of today and tomorrow will maintain its high standards of training, education, leadership, and discipline while contributing vital capabilities to the Joint Force across the spectrum of military operations. The emerging strategy revalidates our role as America's Expeditionary Force in Readiness. Our partnership with the Navy enables a forward-deployed and engaged force that shapes, deters, responds, and projects power well into the future.

FORCE STRUCTURE REVIEW/ DRAWDOWN IN FORCES



The Marine Corps conducted a capabilities-based Force Structure Review beginning in the fall of 2010 in order to organize, rebalance and posture the force for the challenges of the emerging security environment of the future. The Force Structure Review Group (FSRG) incorporated the lessons learned from 10 years of combat and addressed 21st century challenges confronting our Nation and its Marine Corps. The review's charter included efficient force structure planning, later termed as "best value," with regard to capability, cost and readiness relative to the operational requirements of the forward-engaged geographic combatant commanders. The 2010 FSRG concluded with a CMC approved plan to field a comprehensive force, with an approximate end strength of 186,800, which meets the Title 10 requirements of the Marine Corps in crisis response and forward presence. However, further fiscal constraints articulated within the Fiscal Year 2013 Presidential Budget required additional adjustments to the FSRG's proposed force, drawing down to approximately 182,100 end strength. The adjusted force structure, however, maintained the overall theme and charter of FSRG, employing wargamed contingencies in capability draw down, while yet maintaining overall capabilities necessary in the 21st century for Marines to fulfill their primary role as America's Expeditionary Force in Readiness, even at a reduced capacity.

END STRENGTH

Fiscal Year 2013 marks the first year of a four-year drawdown period as the Marine Corps moves toward the 182,100 force. Personnel costs account for about 60 cents of every Marine Corps dollar, and the resulting 182,100 Marine active duty force, supported by our Reserve component, retains the capacity and capability to support steady state and crisis response operations through rotational deployments and to rapidly surge in support of major contingency operations.

As we reduce our active component end strength, we must manage the rate of reduction carefully and responsibly. The Marine Corps plans to draw down our end strength by approximately 5,000 Marines per year. The continued resourcing of this gradual ramp down is vital to keeping faith with our Marines, many of whom have served in combat, and their families. This pace of drawdown will allow for completion of our mission in Afghanistan while ensuring proper resiliency in the force relative to dwell times. As our Nation continues to reduce the size of its Armed Forces, the Marine Corps will guard against the tendency to focus on pre-9/11 end strength levels which would neither account for the lessons learned from 10 years of war, nor address the irregular warfare needs of the modern battlefield. Our 182,100 Marine Corps represents fewer infantry battalions, artillery battalions, fixed wing aviation squadrons, and general support combat logistics battalions than we had prior to 9/11. However, it adds cyber warfare capability, special operators, wartime enablers, and higher unit manning levels—all lessons gleaned from ten years of combat operations. It is a very capable force.

We are also committed to keeping faith with Marines, Sailors and their families who have sacrificed so much over the past decade of war. Personnel reductions that become precipitous are among the worst measures that can be employed to save money. Our all-volunteer force is built upon a reasonable opportunity for retention and advancement. Unplanned and unexpected wholesale cuts undermine the faith and

confidence in service leadership and create long-term experience deficits with negative operational impacts. Such an approach would no doubt do significant long-term damage to our ability to recruit and maintain a quality force.

MARINE CORPS RECRUITING COMMAND (MCRC)



Headquartered in Quantico, VA, Marine Corps Recruiting Command (MCRC) conducts operations to recruit qualified individuals for enlistment or commissioning into the United States Marine Corps and Marine Corps Reserve. The goal is to attain the assigned Total Force personnel requirements by component and category in accordance with the applicable fiscal year Marine Corps accessions strategy (Manpower Accessions Plan Memoranda), the Recruiting Operations Order, and as otherwise directed by the Commandant of the Marine Corps. MCRC consists of two recruiting regions with three recruiting districts each. MCRC has 3,760 Marine Corps recruiters operating out of 48 recruiting stations, 615 recruiting sub-stations, and 72 officer-selection sites. MCRC maintains facilities throughout the continental United States, Alaska, Hawaii, Puerto Rico, Guam, the U.S. Virgin Islands, and the Northern Mariana Islands.

DIVERSITY

Rapidly changing demographics of the Nation will continue to propel diversity forward as a strategic issue. Key to the Marine Corps diversity effort is the understanding that the objective is not to structure a force that merely reflects current demographics. It is through actively seeking the best and brightest young men and women from all communities in the Nation that we achieve diversity of intellect, talent, culture and demographic representation—all of which raise the total capability of our Corps. Efforts to generate more awareness about officer programs in underrepresented communities are underway. Since 2011, we have conducted leadership seminars at many locations throughout our country, introducing diverse college undergraduates and key influencers to Marine leadership traits and Marine Corps leadership opportunities. We are actively seeking out new communities within which to continue this effort. While minority officer accessions saw an increase during Fiscal Year 2012, we must nurture this gain and future successes with effective career development and mentorship initiatives. Doing so will set the conditions for more diverse officer profile projections. Overall, we seek to communicate the Marine Corps diversity mission through community outreach and recruit marketing; to ensure continued opportunities for merit based development and advancement; and to optimize training and education to increase the understanding for all Marines of the value that diversity brings to the Total Force.

MANPOWER RECRUITING

FY 2012 was another productive year for the Marines of Marine Corps Recruiting Command as their sustained recruiting efforts resulted in 35,964 total force non-prior service enlisted, 1,464 officer, and 4,210 prior service Marine accessions with historic highs in quality indicators. The tireless effort of the recruiting force was instrumental in the Marine Corps



attainment of the overall end strength goal of 198,000. Moving into FY 2013, MCRC remains poised to meet future accession requirements and the challenges of recruiting an all volunteer force, by maintaining an appropriately sized and resourced recruiting force.

Recruiting remains the lifeblood of the Marine Corps. The efforts of the recruiting force and the quality of the individual Marine remains the bedrock upon which the Corps is built. To recruit the high quality men and women necessary to earn the title of “Marine” requires an equal investment toward who becomes a recruiter. Those chosen to become recruiters undergo extensive screening at their home station to ensure qualifications for this demanding independent duty are met. These are the best the Marine Corps has to offer and they are specifically chosen to be ambassadors of the Marine Corps to communities across America. The intent is to have a Marine Corps representative that embodies the values of the Corps to the American public and inspires and influences young men and women to seek the challenge of becoming a Marine. This is further refined by providing intensive training at Recruiters School, so that each recruiter is thoroughly prepared and armed with the most current information, policies, and techniques to face the multi-faceted challenges associated with recruiting duty. This training is continuously reinforced and is built upon throughout a recruiter’s tour to ensure proficiency, preparedness, and success.

Even before a prospective applicant meets with a recruiter in person, it is likely that they have, in some way, already been exposed to the Marine Corps mes-

sage of making Marines, winning our nation’s battles and developing quality citizens. This is strategically accomplished through comprehensive marketing and advertising programs. These programs serve to reinforce the elite warrior image and send the same positive message that is communicated daily by the individual recruiter and supported by the recruiter’s collateral materials. These programs are also critical in maintaining our message, emphasizing core competencies of building brand awareness; generating quality leads for recruiters and developing recruiter support material for use in the recruiting process. High-quality advertising efforts properly focused on the target markets of prospective recruits and their influencers create and maintain awareness of Marine Corps opportunities amongst America’s young men and women.

Paid advertising continues to be the most effective means to connect with the public and, as a result, remains the focus of MCRC’s advertising efforts. As advertising costs increase, it is vital that our advertising budgets remain competitive in order to ensure that our recruiting message reaches the right audience. The ever-present reality of a down-sizing Marine Corps, an active operational war front, and a reduced budget presents new challenges in FY 2013 and beyond. MCRC is able to avoid historical post-drawdown surges in the out years by maintaining the manpower and funding that is required to meet Marine Corps personnel and strength levels. Marine Corps recruiting successes during the past several years are a direct reflection of the superior efforts of a quality recruiting force and the supporting arms of effective marketing and advertising programs.

MCRC achieved success in FY 2012 by making 100 percent of our enlisted shipping objectives and exceeding the quality standards for both the Department of Defense (DoD) and the Marine Corps. For example, 99.9 percent of those shipped to recruit training were Tier 1 high school graduates, above the DoD and Marine Corps standards of 90 and 95 percent, respectively. Additionally, 75.3 percent were in the I-III upper

mental group, which again is well above the DoD and Marine Corps standards of 60 percent and 63 percent, respectively. The Marine Corps Reserve achieved 100 percent of its recruiting goals with the accession of 5,450 Non-Prior Service Marines. Of these, 99.9 percent were Tier I high school graduates and 78.1 percent were in the I-III mental groups. In addition, MCRC accessed 4,210 Prior Service Marines into the Marine Corps Reserves, achieving 100 percent of the objective.

Success was also achieved in the officer mission by obtaining 101 percent in all categories of air, ground, and law. Coupled with the contributions of the U.S. Naval Academy (USNA) and the Naval Reserve Officer Training Corps (NROTC) programs, the overall annual officer requirement was met. With a drive on finding the highest caliber of officers, the Marine Corps Officer Selection Teams are focusing on college campus markets for contracting future officers through the Platoon Leaders Class (PLC) Program. Every effort is being made to ensure that the quality of the future Officer Corps is maintained for years to come.

Diversity representation throughout the Marine Corps, both in enlisted and officer ranks, remains an important priority. FY 2012 showed continued progress in MCRC's efforts to further diversify new officer accessions. Hispanic officer accessions saw an increase for the fourth consecutive year, and for the first time ever, MCRC awarded the maximum allotment of 4-year Frederick C. Branch Scholarships. The All Community Approach remains the beat that drives MCRC's battle rhythm in engaging the American public and increasing the Corps connectedness to the society we serve. MCRC is carrying the message of leadership opportunities within the Corps to all segments. With this determined approach, MCRC will help potential applicants see the Marine Corps as a primary option and it raises officer program awareness with younger audiences, in turn feeding our seeding programs.

The results achieved during FY 2012 have upheld Marine Corps Recruiting Commands legacy of re-

cruiting success. The same intensity, dedication, and commitment to achieving mission that have been the foundation of past success will remain the guide to the future.

MARINE CORPS RECRUITING INFORMATION SUPPORT SYSTEM (MCRISS)

DESCRIPTION

The MCRISS streamlines the entire enlistment process and provides immediate benefits in man-hour savings by eliminating redundant data entry and improving the quality of information available. Moreover, the system directly interfaces with and supports key information technology initiatives from the U.S. Military Entrance Processing Command by electronically scheduling applicants for processing and receiving electronic processing results. MCRISS interfaces with the Office of Personnel Management to ensure security background checks are fully completed on each applicant. MCRISS harnesses state-of-the-art technology and provides the Marine Corps Recruiting Command with a solid foundation from which to grow future manpower information systems such as MCRISS-Recruiting Sub-Station (RSS) and MCRISS-Officer Selection System (OSS).

The deployment of MCRISS-RSS and OSS automates both the officer and enlisted side of recruiting at the recruiter/officer selection officer (OSO) level by organizing every effort and providing the proven framework of systematic recruiting. Systematic recruiting establishes procedures for standardization, management/planning, training, and action by focusing the OSO, RSS SNCOIC and recruiter on those activities and programs vital to effective recruiting. This effort will further eliminate redundant data entry and save the most valuable asset, time.

OPERATIONAL IMPACT

Time is the officer or enlisted recruiter's greatest challenge and most precious asset. A Marine's achievement and success on recruiting duty is measured only by the number of qualified quality individuals interviewed, contracted, and shipped to recruit training or Officer Candidate School. MCRISS-RSS/OSS, coupled with solid skills, will systematically organize the Marine's day, week, and month, thereby saving time and making the demanding task of "mission accomplishment" more efficient and effective. With added organization, the recruiter will be armed to conduct prospecting in an efficient manner, thus saving time and ensuring consistency in the execution of prospecting plans.

PROGRAM STATUS

FY 2013 effort will include a hardware refresh in order to adequately support the future growth and functionality of MCRISS by leveraging industry best practices. Also, future endeavors will include expanding the system to support mobile technology. A mobile technology initiative will deliver the utmost flexibility. The initiatives for FY 2013 will be focused and concerted efforts resulting in a system that is efficient, effective, and utilized by all levels of recruiting.

MARINE CORPS RETENTION

ENLISTED PERSONNEL

Enlisted retention achievements contribute to the Marine Corps success in reaching key end strength milestones and ensuring the proper grade composition and experience levels in the enlisted career force. The Marine Corps continues to retain both first-term and subsequent-term enlisted Marines in order to shape the Non-Commissioned Officer and Staff Non-Commissioned Officer leadership required to meet its active component end strength. In Fiscal Year 2012, we achieved our desired end strength and enforced strict first-term boat-space caps. In addition to achieving our aggregate retention mission, we achieved an impressive 97.2 percent Military Occupational Specialty match with our first-term alignment program, which ensures proper grade shaping for the future career force. Retention goals will remain aggressive as the Marine Corps continues to shape its enlisted career force. The Selective Reenlistment Bonus Program (SRBP) has aided reenlistment endeavors and improved retention for many of our critical skill shortages.

Although SRBP greatly assists with retention success, intangible attributes such as pride of service and satisfaction of leadership remain significant influences on retention. All leaders within the officer and enlisted ranks must ensure Marines are educated on the importance of retention and on our evolving retention policies and incentives. Leaders must emphasize the intangibles of service to aid quality Marines in their individual reenlistment decisions.

Marine Corps retention efforts are enhanced by career planners who specialize and assist commanders in the retention of Marines. Also supporting retention efforts is the Enlisted Career Counseling and Performance Evaluation Unit resident in the Enlisted Assignments Branch at Headquarters Marine Corps. The Marines in this unit provide career guidance to enlisted career Marines, performance evaluations on retention and retirement requests, and informational briefs to commands throughout the Marine Corps.

The unit also provides formal instruction on promotion and career progression to all academies, the Sergeants' Course, Career Course, Advanced Course, and Infantry Unit Leaders' Course. It conducts command visits at home and abroad, reaching more than 150,000 personnel per year.

OFFICERS

The Marine Corps officer retention goal is to retain the best and most fully qualified officers in the right grades and with the right skills to provide the capabilities required in the operating forces. Historically, the aggregate officer retention rate has been 91.8 percent. For Fiscal Year 2012, we achieved a retention rate of 92.5 percent. Regardless of this great success, the Marine Corps continues to look for indicators of higher attrition in future years.

Overall, officer retention is excellent. Shortages do exist in certain grades and skills, but we are taking actions to properly shape the composition of the officer corps. To this end, the Marine Corps has both monetary and non-monetary programs in place. All of these programs provide incentives to officers for continued service while retaining Marine Corps flexibility to meet requirements across the Marine Corps Total Force.

MARINE CORPS RESERVE

Reserve Marines understand the need to protect the American way of life. Dedicated men and women continue to volunteer to serve their country in the Marine Corps Reserve and share the sacrifices made by the Total Force in today's conflicts. The Marine Corps Reserve fills critical requirements supporting overseas contingency operations and the needs of combatant commanders worldwide. At home, Marine Forces Reserve (MARFORRES) maintains units and assets prepositioned throughout the country ready to assist not only national defense missions, but also civil-military

activities such as disaster relief.

Despite the current high operational tempo, the Marine Corps continues to meet its Reserve recruiting mission. New Marines and prior service Marines are accessed into our Reserve at a rate of approximately 25 percent of the Selected Reserve's end strength per year, providing continued capability to augment and reinforce the Active Component. The Reserve Officer Commissioning Program is enabling the Reserve Component to meet the demand for platoon leaders and company grade officers in our combat arms battalions. This program, combined with increased recruiting of all prior service officers and pilots through increased affiliation bonuses, inactive duty training travel, Active and Reserve Component transition opportunities, and primary military occupational specialty retraining, is providing the leadership needed in our Selected Marine Corps Reserve units.

The Marine Corps Reserve is a full partner in the Marine Corps Total Force. Reserve Marines continue to prove their dedication to their country and fellow citizens. Their honor, courage, and commitment to warfighting excellence, while maintaining close ties to their community, truly set them apart as "citizen soldiers." MARFORRES will continue to serve as an integral part of the Marine Corps Total Force in accomplishing its assigned mission as an expeditionary force in readiness.

CIVILIAN MARINES

Civilian Marines are valuable assets to the Marine Corps Total Force team, providing critical support in numerous areas throughout the Corps. The Civilian Marine workforce totaled approximately 33,000 employees at the end of Fiscal Year 2012.

Civilian Marines work in true partnership with Marines and play an important role in current combat operations, research and development, and acquisition. They provide invaluable assistance, especially to



Marines returning from deployment and their families, as well as traditional services vital to base and station operations.

The Marine Corps is committed to having a civilian workforce equipped with the leadership skills and technical competencies necessary to meet all chal-

lenges, today and into the future. Through community management and career-development initiatives, Civilian Marines are able to remain a team of experts strategically integrated into the mission of the Corps. For instance, the Marine Corps Acculturation Program enables our civilians to learn and better understand their supporting roles, develop an appreciation of Marine Corps culture and history, and learn how their work fits into the Marine Corps mission.

The Marine Corps maintains relations with nine federal unions representing nearly 17,000 Civilian Marines. Guided by the Federal Service Labor-Management law, the Marine Corps supports a proactive labor relations program that manages strategies for effective communication, investigation, and establishment of work-life balance to create a more positive and effective workplace environment.



SECTION 2: EDUCATION



EDUCATION

MARINE CORPS UNIVERSITY (MCU) AND PROFESSIONAL MILITARY EDUCATION (PME)

The MCU, also known as “Education Command,” oversees a series of schools that Marines attend progressively throughout their careers, regardless of military occupations. Incorporating pedagogical approaches common to any higher education institution, the combined doctoral-level and military faculty strives to foster critical thinking and decision-making skills through a balance of directed readings and writings, guest lectures, historical case studies, small-group discussions, military planning exercises, and shared experiences. The Commission of Colleges of the Southern Association of Colleges and Schools accredited the MCU.

MCU is the Professional Military Education (PME) advocate for the Marine Corps and is charged with developing, implementing and monitoring PME policies and programs and educating the force. The progressive PME learning system is designed to educate Marines by grade throughout their careers. PME programs consist of resident and nonresident instruction, professional self-study, and professional reading program. Resident programs present a unique learning opportunity in that they allow sister service, interagency, and foreign service students to participate in the education and exchange of ideas with Marine students. Nonresident programs are also critical to the education of the force, as a majority of the population must pursue education via distance education rather than resident instruction.

The main campus of MCU is located at Quantico, Virginia, and consists of the following officer PME schools and colleges: the Expeditionary Warfare School for captains; the Command and Staff College for majors; the School of Advanced Warfighting for second-year majors; and the Marine Corps War College for lieutenant colonels. The Senior Planner Course was first offered in 2010 for colonels, and a Reserve Of-

ficers Course was introduced in 2011 for lieutenant colonels and colonels. The Senior Planner Course also has included master/first master and master gunnery sergeants/sergeants major.

Enlisted resident education is conducted at the six regional Staff Noncommissioned Officer Academies worldwide that offer the Sergeants, Career, and Advanced Courses. The Senior Enlisted PME Course was first introduced in 2008 and is offered for master sergeants/first sergeants and master gunnery sergeants/sergeants major.

The MCU’s Lejeune Leadership Institute has assumed the mission of leadership development for civilian Marines. The Civilian Leadership Development Program (CDLP) will consist of a regionally delivered blended seminar-learning program.

The curricula of both the resident and nonresident education programs will continue to address Marine Air Ground Task Force proficiency in the core warfighting functions of combined arms, amphibious operations, and maritime prepositioning operations, in addition to developing and expanding the Corps irregular warfare and counterinsurgency capabilities. MCU is implementing the 35th Commandant Marine Corps Planning Guidance by further developing the University into a world-class institution and expanding opportunities for officer and enlisted PME.

Enlisted PME programs continue to be revised to ensure resident and nonresident programs are coordinated, relevant, and meet the needs of the operating forces. In 2011, the Marine Corps College of Distance Education and Training (CDET) began development of a new series of distance learning products for enlisted Marines. Leading Marines for lance corporals and the Advanced Course pre-work for gunnery sergeants can be taken on the Marine Distance Learning Network, MarineNet. The Corporals Course will open in 2012.

The CDET has successfully established Blended Seminar PME distance-education programs for the

Expeditionary Warfare School and the Command and Staff College. This innovative hybrid offering combines distance learning with short-duration residency periods in Quantico to expand course capacity beyond historical levels, making these courses more available to USMC, joint, interagency, and partner nation officers. Students in these programs interact with a truly diverse, international blend of peers and all participate in the resident schools' graduation ceremonies.

The Center for Middle East Studies has been joined by the Center for East Asian Studies, expanding MCU's strategic studies capacity. MCU will continue to broaden its regional coverage to research and publish on regional areas of significance to the Marine Corps and the Nation and on issues associated with strategic assessments, regional security, diplomacy, alliance relations, technological and military developments, and U.S. foreign policy. A major component of the centers will be outreach to other PME institutions, civilian academic programs, and research institutes.

MCU leadership is exploring a concept of establishing regional campuses to give the university the capacity to expand and engage the student population both onsite and online in worldwide educational environment. This will provide CDLP and PME to major bases and stations since a significant percentage of Marines complete their PME and CDLP via distance learning. By providing comprehensive and immediate access to MCU research and academic resources, students and faculty assemble and participate in a learning environment delivering courses with the use of technologies that link home campus with regional campuses and individual students to a greater extent than in the past. Regional campuses, nonresident courses, and blended seminars will permit a global education presence and centralized management of training and education resources. Through its combined emphasis on courses, symposia, and publications, MCU will continue to develop Marines, sister service members, interagency personnel, and multinational partners.

COLLEGE OF DISTANCE EDUCATION AND TRAINING (CDET) DESCRIPTION

The Marine Corps Distance Learning Program (MCDLP) fielded the Marine Distance Learning Network, (MarineNet) in 1998 and is the Marine Corps learning management system and infrastructure that enables Marines to receive training and education via the appropriate interactive media, when and where the learning is needed. As an ACAT III Program managed by the College of Distance Education and Training (CDET) and Program Manager, Training Systems, the MCDLP provides the operational forces access to the distance learning resources and performance support tools that increases the effectiveness of training and education through use of technology. CDET is responsible for the design, development, and delivery of electronic training courses and products that meet vital Marine Corps training and educational requirements. CDET Professional Military Education (PME) programs provide the requisite PME for over 80% of all Marine officers (Chief Warrant Officer through Major). CDET enlisted PME programs, many currently in development, will impact all the Corps enlisted leaders (Lance Corporal through Gunnery Sergeant). MarineNet courseware facilitates career progression and expedites the training process by granting rapid online course enrollments and completions. Test scores are available immediately and students are able to print courseware completion certificates online. Student activity is electronically entered into the Marine Corps Total Force System via the Marine Corps Training Information Management System database providing promotion points, self education bonus points, and reserve retirement credits. To meet the access requirements of the operational forces, CDET has fielded 42 Learning Resource Centers (LRCs) to the major Marine Corps bases and stations.

Available electronic courseware products provide training and education for:

- Pre-Deployment
- Annual training requirements

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- Military occupational specialties
 - Culture and language
 - Professional military education (Officer and Enlisted)
 - Business skills and information technology courses

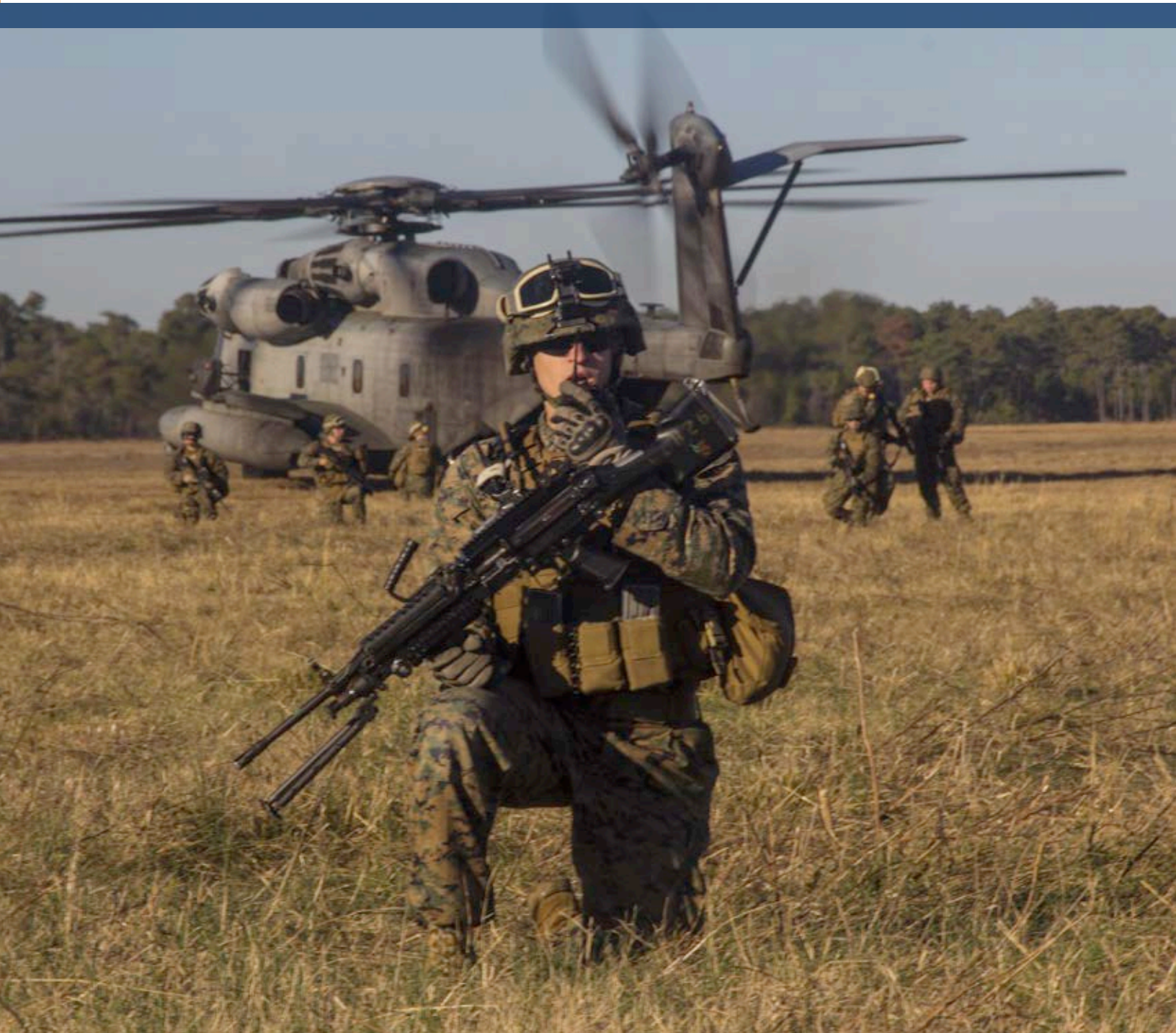
OPERATIONAL IMPACT

MCDLP contributes to operational readiness by providing all Marines with immediate access to required pre-deployment training, military occupational specialty common skills training opportunities, and professional military education. Distance learning capabilities fill critical gaps in the training and education continuum and can reduce the amount of time Marines are required to be away from their home duty station attending formal training. MCDLP gives the commander a better-trained Marine while increasing personnel availability.

PROGRAM STATUS

Throughout the Marine Corps, 42 LRCs have been fielded and are currently operational.

PILLAR 2: UNIT READINESS



SECTION 1: KEEPING FAITH WITH MARINES, SAILORS, AND THEIR FAMILIES



INTRODUCTION

We expect and require extraordinary loyalty from our Marines and Sailors—loyalty to country, family, and Corps. Our Nation has been at war more than a decade, placing unprecedented burdens on Marines, Sailors, families, Wounded Warriors, and the families of the fallen. They have all made tremendous sacrifices, many in the face of danger; we owe our complete loyalty back to them all.

We will work to ensure the critical needs of our families are met during times of deployment and in garrison by providing the services, facilities and programs to develop the strength and skills needed to thrive while facing the challenges of operational tempo. If wounded, injured or ill (WII), we will seek out every available resource to restore Marines to health. We will enable the return to active duty for those seeking it. For those unable to do so, we will responsibly transition them to civilian life. We will support and protect the spouses and families of our wounded and those of our fallen Marines. There are several areas and programs central to our tenet of “keeping faith with Marines, Sailors and their families.”

DEFENSE READINESS REPORTING SYSTEM – MARINE CORPS (DRRS-MC)

DESCRIPTION

The DRRS is the next-generation Marine Corps authoritative data systems for force readiness reporting. The Marine Corps began development of DRRS-MC in April 2009 to function as part of the DRRS Enterprise (DRRS-E), a collection of approved hardware and software components culminating in a DoD-wide web-based user interface. Similar to DRRS-Army and DRRS Navy, DRRS-MC merges resource-based (personnel, equipment supply, equipment condition, training) and Mission Essential Task (MET)-based reporting to simplify the readiness reporting process. DRRS-MC has been a relatively low-cost, high-dividend investment that has had a positive impact on the ability of Marine commanders to assess the operational readiness of their units.

OPERATIONAL IMPACT

DRRS-MC supports the Five Pillars of Institutional Readiness construct by allowing Marine commanders to accurately and efficiently report the readiness of their units to Headquarters Marine Corps (HQMC). The goal is to simplify and expedite the reporting process by using streamlined information flow that begins and ends with an intuitive web-based interface. DRRS-MC allows commanders to report unit readiness in terms of resources, ability to conduct METs, and overall readiness to execute a unit's core mission



and its assigned missions. DRRS-MC allows users to view current and historical readiness information using graphical user interface screens to efficiently display readiness information. DRRS-MC is designed as an executive information system that begins at a summary level and allows a “drill-down” view capability to access detailed readiness information.

PROGRAM STATUS

The Marine Corps went “live” with DRRS-MC on April 30, 2010 with the fielding of the Net-centric User Status Report application. This application enabled unit commanders to submit readiness reports containing both resource data and mission assessments. The DRRS-MC business intelligence tool, the Marine Readiness Management Output Tool, was fielded at the end of FY 2010 and enables Marine Expeditionary Forces, Marine Corps Forces (MARFORs), and HQMC to assess force readiness with greater clarity. The DRRS-MC business intelligence tool is undergoing a significant series of functional enhancements to further meet requirements of the user community. In November 2012, the USMC fielded an Enterprise Messaging web-service capability in DRRS-MC, allowing USMC Mission Assessments and Resource data to be consumed by the DRRS-E. This new capability enables senior DoD leadership, including Combatant Commanders, to view and consume USMC readiness data. DRRS-MC is expected to reach full operational capability in FY 2014.

MEDICAL READINESS REPORTING SYSTEM (MRRS)

DESCRIPTION

The MRRS is the Individual Medical Readiness (IMR) reporting system for the Marine Corps. MRRS effectively standardizes the reporting of IMR and deployment health. It collects, tracks, and reports individual medical/dental readiness for both the

active and reserve components, ensuring the Marine Corps meets Department of Defense and Congressional requirements. MRRS is a low-cost, high-dividend investment that has had a positive impact on the ability of Marine commanders to assess the medical readiness of their units.

OPERATIONAL IMPACT

Medical readiness reporting is the responsibility of the commander. MRRS allows Marine commanders to accurately and efficiently report the medical readiness of their units. With MRRS, IMR reporting has become institutionalized. Data is updated in real time, allowing commanders to gain immediate awareness on the deployment health status of their units, down to the individual Marine. In addition to tracking unit and individual medical readiness, the capability exists within MRRS to track Marines and Sailors who have been diagnosed with Traumatic Brain Injury (TBI) – and those who have experienced concussive events that may produce TBI – from their “point of injury” to “return to full duty.” This will give commanders the ability to monitor the status of a Marine who has suffered a concussive event, in combat or at home station, and if necessary, ensure that Marine is referred to the appropriate health care provider. A similar application has been developed for Post Traumatic Stress Disorder.

PROGRAM STATUS

MRRS has been operational since 2006. The USMC continues to make minor enhancements to MRRS to meet service, Joint and the Office of the Secretary of Defense requirements for Unit Medical Readiness visibility and IMR reporting.

FAMILY SUPPORT PROGRAMS



While we recruit Marines, we retain families. The readiness of our families is directly linked to the readiness of our Corps. Because almost 50 percent of our Marines are married, investment in our families is critical to the long-term health of our Corps. For our active duty population, we have almost 90,000 spouses, more than 117,000 children, and approximately 280 dependent parents and other dependents. The Marine Corps is a young force, with 61 percent being 25 years old or younger. Almost 39 percent of our enlisted force is between the ranks of private and lance corporal (pay grades E-1 to E-3), and almost 62 percent of Marines are on their first enlistment. Our personal and family readiness planning carefully considers these demographics.

The Marine Corps is committed to providing Marines and their families with a comprehensive and effective support system. Periods of increased utilization are expected both during the existing wartime mission and as Marines return to garrison life and reunite with



families. Effective strategic communications on changing benefits will be essential to ensure complete transparency and opportunity for families to adjust their individual family plans while maintaining a consistent quality of life.

Our **Family Readiness Programs** strengthen and fortify Marines and families by providing official unit communications, readiness preparedness training, information on and referral to qualified helping professionals, and vital unit/installation/community connection. Just as our Marines are required to be in a constant state of readiness, so must our Marine families. We know that in order to develop, maintain, and sustain their personal and family readiness and resiliency, we must provide innovative programs and services that are timely and relevant. Technology enablers such as e-Marine and Marine On-line have been incorporated into the family readiness program to keep Marines and family members apprised of events. Well-trained and equipped Family Readiness Officers act as a critical program connector. They actively seek partnerships with other helping professionals and leverage family member volunteers to support the unit, personal and family readiness mission.

Our **Family Care Program** utilizes integrated capabilities that support the care and development of Marine Corps children from birth to age 18 and

family members with disabilities. These programs—Child, Youth and Teen Program (CYTP), Exceptional Family Member Program (EFMP) and the School Liaison Programs — attend to both typical and unique family needs that may challenge the resiliency, health, education, and overall well-being of our Marine Corps children.

CYTP supports families in balancing the demands of meeting mission requirements and parental responsibilities by offering families quality, affordable, accessible child care and youth and teen recreation programs. Services may be located on or off the installation and respond to the full-day, part-day and hourly needs of Marine Corps families. CYTP strives to deliver standardized, consistent, predictable programs across all installations thereby reducing the stress of the military lifestyle on children, youth and teens. EFMP improves the quality of life for families that support a member with a disability. EFMP ensures that Marines are assigned to duty stations where the required support and services are available. This allows the Marine to focus on the mission, benefiting the Marine's unit and career progression. Our School Liaison Programs provide the critical link between commanders, communities, schools, and families of military school-age children to provide clarity and direction that is vital to assure all stakeholders operate cohesively in a standardized manner.

INTEGRATED BEHAVIORAL HEALTH

Marines continue to make significant contributions to the war effort around the globe. After more than a decade of sustained conflict, many are experiencing considerable stress from multiple deployment cycles, the rigors of combat, high operational tempos, and the anxieties of separation. Marines, Sailors, and their families continue to receive access to high quality, comprehensive behavioral health services. The Behavioral Health Program seeks to maximize

resources to improve access to quality behavioral health care services.

The Behavioral Health Program provides resources to address the concerns facing Marines, Sailors, and their families today including new parent support, life and relationship skills, interventions for family violence, combat and operational stress control, suicide prevention, and substance abuse prevention. In addition, the Behavioral Health Program is increasing the number of trained behavioral health personnel available to provide counseling services and treatment.

Sustaining the wellness and optimal functioning of Marines, Sailors, and their families remains the top priority of the Marine Corps. To succeed in this endeavor our Behavioral Health Program is empowering leaders through training and awareness programs that strategically target common behavioral health risk and protective factors and whose goal is earlier prevention and intervention. The recent development of Marine Total Fitness, a unifying framework that promotes a holistic view of health including mind, body, social, and spiritual elements, helps to guide the development of wellness. The efforts of the Behavioral Health Program and engaged leadership enhances unit, personal and family readiness.

SEXUAL ASSAULT PREVENTION AND RESPONSE

Sexual assault is a crime that is incompatible with Marine Corps values of honor, courage, and commitment. Not only does it undermine mission readiness and unit cohesion, sexual assault results in an irrevocable loss of faith in the institution and violates the basic principles every Marine has vowed to defend.

Tasked with determining how best to stop this “aberration” within the Corps, the Commandant’s hand-selected Operational Planning Team devised the 2012 Sexual Assault Prevention and Response (SAPR) Campaign Plan to reinvigorate the existing SAPR program through the implementation of new prevention and

victim care initiatives. Large-scale Marine Corps-wide training initiatives were implemented utilizing a top-down leadership model, in order that the impact of sexual assault and its overarching effects on the Corps were clearly understood by all. Commanders and their senior enlisted leaders will continue to establish an environment that is non-permissive to any misconduct, especially the crime of sexual assault. But the duty of preventing sexual assault belongs inherently to Marines of every rank.

The SAPR Program remains steadfast in its commitment to victim care. Response systems have been strengthened through advocacy training and have heightened focus on world class victim care. The Marine Corps remains focused in its commitment to ensuring all victims of sexual assault receive supportive services that preserve their dignity and safety. In addition to the successful implementation of these initiatives, SAPR recognizes that sexual assault remains an underreported crime. We will continue to reinforce our prevention and response efforts, while holding fast to the fact that one instance of sexual assault is one too many.

WOUNDED WARRIOR REGIMENT (WWR)

Through our Wounded Warrior Regiment (WWR), the Marine Corps will continue to provide non-medical care to honor the sacrifices of our Nation’s wounded, ill, and injured (WII) Marines and their family members. WII Marines are highly resilient. Whether they return to full duty or resume their lives in their civilian communities, they are remarkable individuals whose hard-won experiences are highly valuable to our Nation. The Marine Corps believes that WII Marines’ best days are not behind them, but are still to come. The WWR supports WII Marines and families to ensure that this belief is realized.

In caring for WII Marines and their families, the WWR has confirmed that their needs are varied and



highly dependent upon many factors, including the acuity of the Marine's wound, illness, or injury; his or her family support system; and the phase and location of recovery. WII Marines and their families are a highly unique population and must receive programs and services commensurate with their particular situation. For the Marine Corps, care for WII Marines is not a process; it is a relationship.

Headquartered at Marine Corps Base Quantico, the WWR is a military command with detachments around the globe to ensure care is provided when and where it is needed. The Marine Corps makes no distinction for the purposes of providing care. Marines wounded in combat, Marines injured in the line of duty, and Marines who fall ill, may all benefit from the WWR's comprehensive non-medical care. This non-medical care is provided in many ways, to include preparing and executing recovery plans, disability evaluation system advocacy, liaison to the medical community (including behavioral health), resource and information referral, navigating pay and entitlements, and community reintegration.

Marines do not need to be assigned to the WWR to receive care and support. Under the Marine Corps care construct, only the most medically acute cases are joined to a regimental element. When joined, these WII Marines and their families benefit from high-touch recovery oversight via multi-disciplinary teams consisting of medical and non-medical experts who regularly confer to ensure a holistic recovery. WII Marines whose medical conditions do not trigger assign-

ment to a regimental element are also supported by the WWR's non-medical recovery care experts and programs and services. The WWR also supports Marine Commanders by providing them with the information and resources they need to care for their WII Marines.

The Marine Corps has pledged to "keep faith" with those who have served. The WWR is a fundamental component of this pledge. Whether we are a Nation at war or in times of peace, the WWR will continue to successfully meet the advocacy, non-medical support, and care coordination needs of WII Marines and their families.

SEMPER FIT AND RECREATION / EXCHANGE SERVICES

The Marine Corps Total Fitness Campaign is supported through partnership with the Semper Fit and Exchange Services programs. These programs are aligned to support the social and physical cords of Marine Total Fitness, to sustain a high quality of life and community health, and to enhance the Marine Corps mission, focus, and readiness.

Highlights of significant 2012 initiatives include the High Intensity Tactical Training (HITT) program, a comprehensive strength and conditioning program specific to optimizing physical performance and combat readiness for all active duty and reserve Marines. HITT takes functional fitness and strength and conditioning to the next level for the Corps. Aquatic Cadence and Reconditioning is another program unveiled in 2012. Currently operating at 15 pools around the Marine Corps, this program is focused on pool running and workouts lasting 20 to 60 minutes. The workouts are low-impact and easier on joints than running on a road. The program has been getting positive reviews from Marines who find it to be even more challenging than the more traditional workout.

The "For the Leathernecks" Comedy and Entertainment tour is a unique event which brings comedians and musicians on-installation to perform free of

charge and has been popular with Marines and Sailors. These shows build esprit de corps and unit cohesion to support the Marine Corps Total Fitness strategies. In 2012, the “For the Leathernecks” tour reached over 10,000 single Marines, many of which recently returned from a deployment or training exercise. Approximately 24 more shows across the Marine Corps are scheduled for 2013.

Operation Adrenaline Rush (OAR), currently offered at Marine Corps Air Station (MCAS) Yuma and Camp Lejeune, assists Marines in reintegration after deployment by empowering small unit leaders, maintaining combat readiness, and reinforcing unit cohesion through high adventure, outdoor activities like white water rafting or rock climbing. There are plans to expand OAR to several other installations in 2013.

Special congratulations go to two other Marine Corps special activities — the All-Marine Boxing and Rugby teams — that won their respective Armed Forces Championships in 2012.

Marine Corps Community Services Business Operations provide lifestyle relevant products and services below market price, which Marines and families need and desire to support household and financial health both in garrison and while deployed. In 2012, the Marine Corps Exchange (MCX) celebrated its 115th anniversary. It has come a long way since 1897 and remains steadfast in its support of Marines, Sailors, and families. The MCX continues to support the Commandant’s priority of “keeping faith with Marines and families” by providing a quality, relevant, and accessible benefit. In 2012, we made important infrastructure improvements; several new and renovated branded Exchanges opened, including at Twentynine Palms, Henderson Hall, Camp Lejeune, and Camp Pendleton. The MCX remains conscious of the changing needs of Marines and families while seeking efficiencies and implementing best business practices. With MCX, Marines and their families can rely upon a high quality product, at a fair, competitive price, and know that the proceeds are invested in their community, creating a stronger Marine Corps and enhancing overall community health.

PERSONAL AND PROFESSIONAL DEVELOPMENT PROGRAM

As our Nation’s force in readiness, Marines stand combat-ready. The Commandant is committed to ensuring they also stand transition-ready through a Personal and Professional Development Program that will be integrated into Marines’ careers. The Marine Corps is transforming its transition assistance so that it engages Marines throughout their military careers. Marines will develop long-term education and career goals and will be equipped with the skills needed to successfully reintegrate into civilian life. Our first phase revolutionized our Transition Readiness Seminar, which now contains both core and pathway content that tailors a Marine’s transition to his or her goals while meeting specific transition readiness standards. Our next phase will enhance outreach to those who require localized support through our Marine for Life Program and its Marine for Life representatives that will help Marines develop and maintain local networks of Marine-friendly individuals, employers, and organizations. Our Personal and Professional Development Program will also focus on spouse employment and effective financial management strategies.

This approach positions the Marine Corps to better support Marines and families during their military service and while they prepare for their eventual reintegration into civilian life. Transition will no longer be a culminating event to a Marine’s service, rather it will become a vital part of a Marine’s continuous personal and professional development from recruit to veteran. Whether they choose to be reservists, students, business owners, or employees, our Marines and their families will return as quality citizens with a plan for success.

SECTION 2: EQUIPPING THE MARINE



INTRODUCTION

The *Individual Marine* is the heart and soul of the Nation's Marine Corps. The Individual Marine is trained, educated, and equipped to operate across the broadest spectrum of missions and tasks — a “middleweight” fighter optimized for crisis response but equally capable in global engagement, irregular warfare, or responding to larger threats worldwide.

Marine ground combat forces will be staffed with disciplined, highly trained, well-educated, and superbly led Marines who thrive in uncertainty, exploit chaos, solve complex problems through simple means, and take prudent, ethical, and decisive action. These Marines will be armed with superior weapons and equipment that enhance shared understanding of the battlespace and enable rapid, coordinated action — all without overburdening the Individual Marine or compromising our expeditionary agility.

Today's Marines are operating superbly in every clime and place. The Marine Corps leadership has an obligation to their Marines, their families, and the Nation to be prepared for tomorrow with an eye to lightening the current fighting load. While a Marine's focus in the field is on excellence and mission accomplishment, the focus of Marine Corps programs is on the “tools” needed for operational success. America's Marines deserve nothing but the best that the Nation can afford.

M27 INFANTRY AUTOMATIC RIFLE (IAR)



DESCRIPTION

The IAR significantly enhances the automatic rifleman's maneuverability and displacement speed, while also providing the ability to suppress or destroy targets of most immediate concern to the fire team.

OPERATIONAL IMPACT

The automatic rifle will significantly enhance the automatic rifleman's maneuverability and displacement speed, while also providing the ability to suppress or destroy targets of most immediate concern to the fire team.

PROGRAM STATUS

Following the Milestone C decision in 2009, the IAR underwent a Limited User Evaluation (LUE) with participation by three *Operation Enduring Freedom* active-duty infantry battalions, a reserve infantry battalion, and an active-duty light armored reconnaissance battalion. The LUE assessment collection included a post-workup assessments and a 100-day deployment assessment. Due to positive feedback from the deployed units, the Commandant of the Marine Corps terminated the Limited User Evaluation in favor of a Full-Rate Production Decision in third quarter of FY 2011. A Fielding Decision was achieved and fielding began in second quarter FY 2012. Initial Operational Capability was achieved third quarter FY 2012 and Full Operational Capability is scheduled for second quarter FY 2013. The full AAO has been purchased.

Procurement Profile:	FY 13	FY 14
Quantity:	0	0

Developer/Manufacturer:
Heckler & Koch, Ashburn, VA

MARINE EXPEDITIONARY RIFLE SQUAD (MERS)



DESCRIPTION

The MERS is responsible for the Squad as a System. The focus is on the Marine as a human and everything worn, carried and consumed by the squad as a capability provider. MERS is the steward of the Marine rifle squad's suite of equipment and works with all the program managers at Marine Corps Systems Command to optimize and integrate the rifle squad's equipment. The program has founded the Gruntworks Squad Integration Facility located on Camp Barrett at The Basic School. The facility provides a venue to engineer, evaluate, and refine the capabilities and limitations of all equipment in development and under consideration for procurement that will be delivered to the infantry squad. This dynamic facility uses a human factors lab, equipment prototyping and modification workshop, a mobility platform integration area, and an Operational Environment Simulator focused on equipment evaluation in order to accomplish equipment modernization and integration initiatives. Human Systems

Integration and ergonomics are applied to the physical integration of the infantry squad's equipment.

OPERATIONAL IMPACT

Ergonomic solutions coupled with weight, stiffness and bulk reductions enhance the mobility of the squad while providing simple, reliable, and trainable integrated equipment solutions.

PROGRAM STATUS

Integration efforts during 2013 include:

- Metric for mobility of Marines utilizing the Marine Corps Load Effects Assessment Program (MC-LEAP)
- Integration of the Joint Battle Command – Platform (JBC-P) into the Marine rifle squad
- Improvements in the weight distribution and load carriage methodology within the squad using metrics for mobility
- Infantry weapon as a system ergonomic enhancements
- Thermal strain and physiological studies in the operational environment
- Research into efficient power generation and power/data distribution on the Marine
- Integration and anthropometry of the Marine in mobility platforms under development such as Joint Light Tactical Vehicle, Amphibious Combat Vehicle, and Marine Personnel Carrier
- Integration of the various unique items carried in the billet positions within the squad

FAMILY OF BALLISTIC PROTECTION SYSTEMS (FBPS)



DESCRIPTION

The Marine Corps (FBPS) is comprised of critical individual armor systems that save lives, reduce the severity of combat injuries, and increase combat effectiveness. It also provides Marines with the ability to adapt their armor load to address the tactical situation. FBPS includes the latest in personal protective equipment and load-bearing equipment, including the following: Improved Modular Tactical Vest (IMTV), Plate Carrier (PC); Full Spectrum Battle Equipment (FSBE); Body Armor System Combat Vehicle Crewman; Light Weight Helmet (LWH); Protective Undergarment (PUG); Protective Over Garment (POG); Enhanced Combat Helmet (ECH); and Improved Ballistic Eye-wear (IBE).

In February 2007, the Marine Corps transitioned to the Modular Tactical Vest (MTV) for troops deployed in Overseas Contingency Operations. The MTV provided improved load carriage, fighting load integration, and emergency release capability over the legacy Outer Tactical Vest. In response to MTV design deficiencies identified during field use, the program office developed the IMTV. The IMTV improved armor and fighting load integration, resulting in increased mobility and lethality while reducing system complexity and overall weight in comparison with the MTV. Initial fielding was initiated during the first quarter of FY 2012.

The Scalable Plate Carrier (SPC) was issued as an additional ballistic vest for Marines operating in jungle environments and the mountainous regions of Afghanistan, beginning in 2008. The SPC provides an option for commanders to address certain mission and threat requirements. Compared to the MTV, the SPC allows for greater individual maneuverability, agility, and mobility with reduced thermal stress in jungle and hot mountainous environments. The SPC is intended to address a predominantly direct fire threat and offers the same level of ballistic performance as the MTV. The system reduces overall weight by minimizing the soft armor required beyond that needed to address the direct-fire threat. The SPC is being replaced with the Plate Carrier (PC).

The USMC PC is now the Marine Corps armor Program of Record. The PC is a government-developed design that improves shoulder comfort, improves load carriage, incorporates an emergency release capability when compared to the SPC, and shares 95 percent commonality with the IMTV.

The FSBE provides a tailorable suite of torso and headborne ballistic protection, short-duration underwater breathing capability, flotation, and limited load carriage to meet the specific mission profiles required by the Marine Corps Special Mission communities.

The Tier 1 PUG was developed to protect the skin from the effects of sand and small debris used in Improved Explosive Devices. There are two phases to this effort. The first phase, which began initial fielding during the first quarter of FY 2012, provides an immediate solution in support of Marines in Afghanistan. The second phase calls for exploring and the development of new protection systems for the lower extremities. To facilitate this effort, a Pelvic Protection working group has been assembled under the Natick Soldier Research Development and Engineering Center. The working group coordinates Army and Marine Corps efforts that explore more effective and less restrictive solutions to reduce the lower extremity casualties suffered by Marines and Soldiers.

The Tier 2 POG was developed to provide increased coverage to the pelvic region against high velocity fragmentation. There are two phases to this effort. The first phase provided an immediate solution in support of Marines in Afghanistan. Initial fielding of the POG was initiated during the first quarter of FY 2012. The second phase calls for the development of new protection systems for the lower extremities that integrate with the final Tier 1 PUG design. Marine Corps Systems Command is working with the Office of Naval Research and the Naval Research Laboratory as well as the Army to develop more effective and less restrictive solutions to reduce the lower extremity casualties being suffered by Marines and Soldiers.

In addition to body armor, Product Manager, Infantry Combat Equipment (PdM ICE) also procures the current LWH and Modular Integrated Communications Helmet (MICH). The LWH and MICH are the helmets that have been used by Marines during overseas contingencies since 2004.

Starting in 2009, Enhanced Combat Helmet (ECH) has been in development. Developmental testing has shown the ECH has resistance to select small arms penetration and superior fragmentation protection at the same weight of presently fielded helmets. The ECH is a protective helmet consisting of a ballistic protective shell, pad suspension system, four-point retention system, reversible helmet cover, night vision goggle bracket, and attachment hardware. The ECH shell has the shape of the Army's Advanced Combat Helmet for improved field of view, sound localization, and equipment integration.

The Improved Ballistic Eyewear (IBE) has replaced the Military Eyewear Protection System (MEPS) Eye Safety Systems (ESS) ICE spectacle. The IBE is designed to protect Marines against sun, wind, dust, and ballistic hazards that are common on the battlefield. The IBE is fielded as a system, one spectacle and one goggle.

OPERATIONAL IMPACT

The FBPS allows the incremental enhancement of individual components within the program as technological improvements become available, while ensuring integration with fielding and developing Personal Protective Equipment (PPE). Working closely with the U.S. Army, with whom the USMC shares ballistic performance requirements and testing standards, the Marine Corps is fielding tested PPE tailored to the dynamic operational environment.

PROGRAM STATUS

The FBPS is equipping the operating forces with technologically advanced and highly effective PPE. As technology advances, there is a continuous upgrade and replacement of personal protective systems based on battlefield comments and threat information. The Marine Corps is already developing the concept and armor behind the Modular Scalable Protection System which will integrate armor requirements into one system that will include iterative product improvement and additions.

Procurement Profile:	FY 13	FY 14
Quantity:		
ECH	77,000	0
PC	55,882	41,947
PUG	183,600	0
NEXTGENSAPI PLATE	30,000	0

Developer/Manufacturer:

ECH: Ceradyne, Inc., Costa Mesa, California

FSBE: The Resource Center, Jamestown, New York

IBE: Eye Safety Systems, Inc. (ESS), Foothill Ranch, California

IMTV: Carter Enterprises, Brooklyn, NY and KDH, Eden, North Carolina

PC: Carter Enterprises, Brooklyn, NY; KDH, Eden, NC;

Ibiley Manufacturing, Miami, Florida

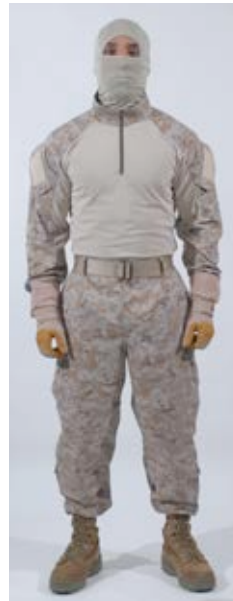
POG: Hawk Protection, Inc., Pembroke Pines, Florida

PUG: Armorworks, Chandler, Arizona

LWH: BAE Systems, Jessup, Pennsylvania

CLOTHING AND FLAME RESISTANT ORGANIZATIONAL GEAR (FROG)

DESCRIPTION



In February 2007, the Marine Corps began fielding FROG – including gloves, balaclava, long-sleeved under-shirt, combat shirt, and combat trousers — to all deployed and deploying Marines. As part of this effort, the Marine Corps recently added the Increment Weather Combat Shirt (IWCS) to the FROG capability set. This pullover shirt is designed to be worn with body armor and provide protection against the effects of adverse weather conditions such as rain, wind,

and snow while maintaining the current level of flame-resistant protection. A product-improvement initiative is underway in response to durability deficiencies experienced in Afghanistan and to improve integration through design changes. In addition, the requirement for Woodland Marine Pattern FROG combat shirt, trouser and IWCS are required to provide improved camouflage and concealment in areas with green vegetation.

OPERATIONAL IMPACT

This lifesaving ensemble of flame-resistant clothing items mitigates flash-flame exposure injuries caused by Improvised Explosive Devices. The Marine Corps continues development of FROG to reduce weight, increase comfort, improve durability, and increase flame-resistant properties.

PROGRAM STATUS

The FROG ensemble is post Milestone C and is being fielded.

Procurement Profile: FY 13 FY 14

Quantity:

Woodland Sets 35,000 15,000

Developer/Manufacturer:

FRGloves: Camelback, Petaluma, CA; Botach Tactical, Los Angeles, CA; Promotion Plus Inc, North Royalton, OH

Combat shirt and Trouser: Propper ECommerce Inc, Weldon Spring, MO; Provengo LLC, Oceanside, NY

Inclement Weather Combat Shirt: Short Bark Industries, Vonore, TN

Mid-weight Balaclava: Southeastern Rehabilitation, Corbin, KY

Lightweight Balaclava: Dawn Enterprises, Inc, Blackfoot, ID

LSt-shirts: Peckham Vocational Industries, Lansing, MI

FAMILY OF MOUNTAIN COLD WEATHER CLOTHING AND EQUIPMENT (FMCWCE)

DESCRIPTION

The purpose of the Mountain Cold Weather Clothing and Equipment Program (MCWCP) is to increase the survivability, mobility, and lethality of Marines in mountainous and cold-weather environments, at altitudes in excess of 15,000 feet, and at temperatures that fall as low as -25 degrees Fahrenheit. Clothing and equipment addressed by the FMCWCE include skis, snowshoes, cold-weather hydration systems, sleeping systems, climbing equipment, mobility enhancement equipment, cold-weather clothing systems, and cold-weather footwear.

In September 2008, the Marine Corps identified a need to provide a smaller and lighter sleep system to replace the Modular Sleep System (MSS). The Three-Season Sleep System (3S) leverages technological advances in textiles and insulation to increase environ-

mental protection while reducing weight and volume compared to the previous sleeping bag. The 3S, when incorporated with the layered clothing system Marines already carry, provides 15 degrees of greater protection, is one pound lighter, and is eight percent smaller by volume than the MSS patrol bag. The 3S is designed for 20 degrees with lightweight insulating layers and as low as 10 degrees when wearing recommended MCWCP insulating clothing layers. The 3S increases mobility and survivability by permitting Marines to operate across a greater temperature range than could be achieved with the previous MSS.

The 3S is being fielded. In FY 2012, the Marine Corps will address temperatures between 10 and -20 degrees with the Extreme Cold Weather Bag (ExCWB).

The FMCWCE also encompasses the Mountain Cold Weather Clothing Program (MCWCP), which consists of the following:

- Lightweight Exposure Suit (Parka and Trousers)
- Extreme Cold Weather Parka, Trouser, and Bootie
- Snow Camouflage Parka, Trousers and Pack Cover
- Extreme Cold Weather Mitten System (a mitten shell with liner and light-duty flame-resistant glove insert)
- Windpro Fleece Jacket
- Flame-Resistant Silkweight Underwear
- Flame-Resistant Midweight Underwear.

The MCWCP is in the operations and support phase.

OPERATIONAL IMPACT

The FMCWCE allows Marines to operate in every climate and place by providing the clothing and equipment required to survive in harsh mountain cold weather environments. The program drives innovation and improvement in the commercial market, which leads to lighter weight and higher performing clothing and equipment for the warfighter.

PROGRAM STATUS

Many of the programs within the FMCWCE are post-Milestone C and are either being fielded or sustained. The ExCWB will be a new effort in FY 2012.

Procurement Profile:	FY 13	FY 14
Quantity:		
ExCWB	20,332	105,000
Folding Mat	22,222	37,072
All Purpose Liner	26,000	58,798
Ski System	0	1,203

Developer/Manufacturer:

ExCWB: NISH: Readyone Industries, El Paso, TX

Ski System: NISH: Pioneer Adult Rehab Center (PARC), Clearfield, UT

Folding Mat: NISH: Pioneer Vocational/Industrial Services Inc., Danville, KY

All Purpose Liner: NIB: Industries for the Blind, Winston Salem, NC

equipped with image-intensified night-vision devices, thus improving situational awareness and facilitating control of organic weapon fire. As recently as early 2012, Marines have had to carry two separate devices to satisfy the requirement for thermal imaging in weapon-mounted and hand-held configurations. The fielding of one device that is optimized to function in both modes leads to an overall weight-savings for the individual Marine and also reduces the logistical burden and support.

PROGRAM STATUS

The STS program will attain Initial Operational Capability during FY 2014 and Full Operational Capability during FY 2015.

Procurement Profile:	FY 13	FY 14
Quantity:	25	863

Developer/Manufacturer:

TBD

SQUAD THERMAL SIGHT (STS)

DESCRIPTION

The STS will be a lightweight thermal imager that can be used in the handheld mode or in the weapon-mounted, clip-on mode that is compatible with the AN/PVQ-31 Rifle Combat Optic, the magnified day optic used on the M16A4 service rifle, and M4 carbine. The STS will have an integrated Class 3B infrared (IR) laser pointer with two modes of operation: training (eye-safe) and tactical (non-eye safe). The IR pointer will assist in target designation when used with image-intensification night-vision devices.

OPERATIONAL IMPACT

The STS will better enable Marines to detect and recognize potential targets, danger areas, and items of interest in low light as well as all other lighting conditions. The integrated laser pointer will allow Marines to designate potential threats to other team members

ROUTE RECONNAISSANCE AND CLEARANCE (R2C) FAMILY OF SYSTEMS

DESCRIPTION

The R2C capability set mitigates the threat of mines, improvised explosive devices (IEDs) and obstacles along routes in Marine Air Ground Task Force areas of operation. R2C units can perform standoff detection, interrogation, marking, and clearance of explosive and non-explosive obstacles in order to ensure the mobility of friendly forces. In addition, it provides a rapidly employable set capable of performing route reconnaissance to obtain information about key terrain features, route conditions, and obstacles along specific routes. The R2C set will reside in Combat Engineer Battalions (CEB). First and Second CEBs will be assigned three sets each.



OPERATIONAL IMPACT

This mobility capability is essential for maintaining access, shaping the battlespace, establishing the initiative, positioning forces, and supporting dispersed forces. This capability ensures maneuver and sustainment forces reach their objectives when subject to attack by the variety of explosive weapons and ambushes characteristic of irregular warfare. It provides warfighter and system survivability against asymmetric threats. R2C operations also enable the effective execution of the stability operations tasks of initial humanitarian assistance, limited governance, restoration of essential public services, and other reconstruction assistance by providing access and protection to the executing forces and agencies and gathers geospatial information vital for mobility planning.

PROGRAM STATUS

The Increment I Capability Production Document (CPD) was approved by the Marine Requirements Oversight Council in August 2009. Increment I consists of procuring light weight mine rollers, robots, vehicle mounted mine detectors, and light weight route clearance blades. The Increment II CPD was approved in July 2011. Increment II consists of rebuilding CATEGORY I, II, and III Mine Resistant Ambush Protected (MRAP) vehicles, adding an interrogation arm and Vehicle Optic Sensor System (VOSS) onto CAT II Mine Resistant Ambush Protected (MRAPS), and procurement of the ENFIRE automated route reconnaissance kits. Increment III requirements documents are planned for signature in 2013. Increment III will add emerging R2C capabilities to the Family of Systems.

Procurement Profile:	FY 13	FY 14
Quantity:		
Blades	46	0
Robots	46	0
ENFIRE	23	0

Developer/Manufacturer:

The R2C Family of Systems uses products from multiple vendors and government agencies, with the largest being Force Protection Industries, Inc. (FPII), Charleston, SC, and General Dynamics Land Systems, Sterling Heights, MI.



SECTION 3: INVESTING IN THE EDUCATION AND TRAINING OF OUR MARINES



INTRODUCTION

We will maintain professional military education and training programs that prepare Marines for the stress of combat operations and equip them with the skills to meet the challenges of life as a Marine. Founded on our core values, our education and training curricula strengthen individual resilience and support a wide range of operational capabilities. We are leveraging competencies in entry-level and skills-progression training, and re-emphasizing core competencies in combined arms and amphibious operations. Future training will also center on the MAGTF Training Program, which will develop the essential unit capabilities to conduct integrated operations. We are transforming the Marine Corps University into a world-class institution and are widening opportunities in career-level schools for our company-grade officers. We are likewise increasing enlisted resident courses and are adding more distance-education learning opportunities and requirements, especially at the junior enlisted and non-commissioned officer level.

TRAINING AND EDUCATION COMMAND (TECOM)

Located in Quantico, VA, TECOM is a key component of Marine Corps Combat Development Command (MCCDC). TECOM is tasked with the development, coordination, resourcing, execution, and evaluation of training and education concepts, policies, plans, and programs to ensure Marines are prepared to meet the challenges of present and future operational environments. The major subordinate commands within TECOM that carry out this mission are described below.



MARINE CORPS RECRUIT DEPOTS (MCRDs) PARRIS ISLAND, SOUTH CAROLINA AND SAN DIEGO, CALIFORNIA

The Marine Corps Recruit Depots (MCRDs) are responsible for basic training also known as “Boot Camp.” This process, in which recruits are cut off from the civilian world and inducted into Marine Corps lifestyle, is conducted over a 13 week period. Upon completion, recruits earn the title “Marine” and then move on to additional combat or other military occupational specialty training.

TRAINING COMMAND (TRNGCMD)

Located in Quantico, VA, TRNGCMD is the Marine Corps proponent for military occupational specialty individual-skill training. TRNGCMD analyzes, designs, develops, resources, implements, and evaluates standards-based individual training in order to provide combat capable Marines to the operating forces. TRNGCMD accomplishes its mission by exercising command over each of the Marine Corps formal schools, Marine Corps detachments at other Services’ bases, and the Marine Aviation Training Support Groups located across the United States.

EDUCATION COMMAND (EDCOM)

Located in Quantico, VA, home of the Marine Corps University, EDCOM is responsible for developing, delivering, and evaluating the professional military education programs through resident and distance education programs to prepare leaders to meet the challenges of the national security environment. EDCOM also preserves, promotes, and displays the history and heritage of the Marine Corps through the History and Museum Division and the National Museum of the Marine Corps.

MAGTF TRAINING COMMAND (MAGTF-TC)

Located in Twentynine Palms, CA, MAGTF-TC is responsible for designing, executing, and assessing Marine Air Ground Tasks Forces (MAGTFs) and Major Subordinate Element level training exercises. MAGTF-TC conducts relevant live-fire combined arms training, urban operations, and joint and coalition level integration training that promotes operational forces readiness.

COURSES AND FACILITIES

A broadly capable middleweight force will meet future requirements through the integration of newly acquired and traditional operational competencies. To remain America's Expeditionary Force in Readiness, the Marine Corps requires balanced, high-quality training and education at all levels. As history has repeatedly shown, wars are won by the better-trained force, not necessarily the larger one. In the midst of ongoing combat operations, the Marine Corps is realigning education and training efforts to enable Marines and Sailors to succeed in conducting distributed operations in increasingly complex environments against any threat. To meet these challenges, the Marine Corps Training and Education Command (TECOM) will provide the training courses and facilities that are responsive and relevant for preparing individual Marines and Marine Corps units via targeted, progressive training and continuous assessment.

Our current training is focused on preparing Marine units for combat, counterinsurgency and stability operations in support of *Operation Enduring Freedom* (OEF). The past 10 years of combat have demonstrated that there is a positive correlation between quality training and education and individual/unit readiness; both directly translate to operational success. Therefore, as we draw-down from Afghanistan, our training and education will rebalance to support the execution of a wider range of operational capabilities. We will achieve this balance by leveraging competencies in entry-level and skills progression training and by re-emphasizing core competencies in combined arms and amphibious operations, irregular warfare, humanitarian assistance, and inter-agency coordination. In addition, we are making the investments necessary to implement the recommendations of the 2006 Officer Professional Military Education Study (The Wilhelm Report) to transform the Marine Corps University (MCU) into a "world class institution." These efforts will ensure that Marines are prepared to meet the challenges of post-OEF operational environments.

Our training and education programs will culminate with the MAGTF Training Program. Through a standardized training approach, the MAGTF Training Program will develop the essential unit capabilities necessary to conduct integrated MAGTF operations. Building on lessons learned over the past 10 years, this approach includes focused battle staff training and a service assessment exercise modeled on the current exercise, Enhanced Mojave Viper. Additionally, we will continue conducting large scale exercises that integrate training and assessment of the MAGTF as a whole. The MAGTF Training Program facilitates the Marine Corps ability to provide multi-capable MAGTFs prepared for operations in complex, joint and multi-national environments against hybrid threats.

In order to fully realize these training and education enhancements, we will continue investing in the resources, technologies and innovations that enable them. These investments include modernizing our training ranges, training devices, and infrastructure to ensure quality resources are available to support the training of Marines, individual to MAGTF. We will also leverage advanced technologies and simulation systems to create realistic, fully immersive training environments.

TRAINING

MAGTF TRAINING PRE-DEPLOYMENT TRAINING PROGRAM (PTP)

MARINE AIR GROUND TASK FORCE (MAGTF) TRAINING

The Marine Corps has developed an extensive PTP, based on the Pre-Deployment Training Continuum, to prepare Marines for today's operational environments. The PTP establishes a coherent progression of skill level training conducted by commanders and evaluated at PTP Mission Rehearsal Exercises (MRXs). Training is conducted in four nested "blocks" in ascending com-

petency levels. Marine Expeditionary Force commanders determine what level of competency is required for each deploying unit based on mission-essential task analysis. MEF commanders set unit priority for service level training events and ensure units participating in service-level training events have appropriate support attachments during respective blocks of training. The following training blocks comprise the PTP Continuum.

BLOCK 1

Block 1A and 1B training consists of Sustained Core Skills Training, Core Plus Skills Training, and Marine Corps Common Skills Sustainment Training. Core Plus Skills are those combat-focused skills that are environment, mission, rank, or billet specific and are developed after a Marine is assigned to an operational unit. Block 1 training also includes formal schools training. Career progression training is critical to effective building block training, and the intent is for all incoming leaders to have received the appropriate schooling prior to beginning the units' collective training. For aviation units, Block 1 provides resident instructor development, certification, and sustainment of the qualifications and designations of individual aircrew and maintainers for annual training requirements.

BLOCK 2

Block 2 training consists of Core Capabilities Training conducted within a unit. Core Capabilities are the essential collective functions a unit must be capable of performing during extended combat operations. For battalion-sized units, Block 2 is company-level and below training. For squadrons, Block 2 is Core Skills refinement and flight-leadership development, normally single-ship through division-flight operations.

BLOCK 3

Block 3 training is based on unit Mission Essential Tasks (METs) and consists of Advanced Core Capabili-

ties (or Core Plus for Aviation) Training conducted by a unit and by the unit's higher headquarters. For battalion-sized units, Block 3 is battalion-level training. For aviation units, Block 3 is squadron-level integration with adjacent aviation and supported ground units utilizing formalized command and control functions to perform assigned METs to their required output standards.

BLOCK 4

Block 4 training is battalion/squadron-level core competency training and is also known as the unit's Mission Rehearsal Exercise (MRE). Block 4 training is a unit's "graduation" pre-deployment training exercise and is individually tailored to support and assess a unit's ability to perform tasks on its assigned Mission Essential Task Lists. Battalion and higher deploying units will typically undergo a Training and Education Command (TECOM)-supported MRX. Deploying units that do not participate in an MRX complete an Alternate Mission Rehearsal Exercise that is supported by the parent MEF. The MRX provides information for the MEF Commanding General's unit certification process.

ENHANCED MOJAVE VIPER

Conducted onboard the Marine Corps Air-Ground Combat Center (MCAGCC) in Twentynine Palms, California, Enhanced Mojave Viper is a 28-day full-spectrum MRX that focuses on providing a service-level assessment of battalions and squadrons in preparation for deployment. The exercise scenario allows units to combine their core Marine Corps competencies with Afghanistan-specific capabilities. The exercise force composition consists of two infantry battalions, a combat logistics battalion, and three flying squadrons (fixed wing, rotary wing, and assault support). Throughout the exercise, units undergo training and assessment in offensive operations, defensive operations, stability operations and counterinsurgency. Under various conditions, including desert, limited

visibility, urban, rural, joint, and interagency missions, units are provided a live-fire, combined-arms training venue that closely resembles the conditions in which they will operate once deployed.

MOUNTAIN EXERCISE

Mountain Exercise is a 28-day, Block 3 Marine Air Ground Task Force (MAGTF) exercise conducted at the Marine Corps Mountain Warfare Training Center (MCMWTC) at Bridgeport, California. This exercise focuses on military mountaineering technical skills, and tactical operations across the warfighting functions, at medium to high altitudes in complex and compartmentalized terrain and in all weather conditions. The exercise is also conducted on the Lucky Boy Pass unimproved road network and the Hawthorne Army Depot (HWAD), Hawthorne, Nevada; Ryan Canyon Road's unimproved road network, and Naval Air Station Fallon, Nevada.

Mountain Exercise includes the following five phases:

- Phase I, **Preparation and Deployment**, involves selected individuals attending the MCMWTC formal programs of instruction, which are focused at conducting operations in mountainous, medium to high altitude, and in a cold-weather environment. Phase I also includes the arrival of the units' advanced and main body, pre-environment training, the staff participating in the Mountain Operations Staff Planning Course, and a communication exercise.
- Phase II, **Shaping**, is focused on Basic Mobility, including military mountaineering mobility, survival, and technical skills and a company-platoon exercise.
- Phase III, **Decisive Action**, is focused on conducting offensive, defensive, joint, and coalition operations.
- Phase IV, **Security and Stability Operations**, is focused on mounted/dismounted counter-improvised explosive device training patrolling operations, military operations on urban terrain (MOUT), cultural engagements, and limited combined arms company live fire.

- Phase V, **Redeployment**, is focused on the unit retrograding to its home station.

COMMAND AND CONTROL TRAINING AND EDUCATION CENTER OF EXCELLENCE (C2TECOE)

DESCRIPTION

The Command and Control Training and Education Center of Excellence (C2 TECOE) serves as the central Marine Corps agency for command and control training and education issues through all levels of Marine Air Ground Task Force (MAGTF) commanders and their staffs. In conjunction with appropriate Training and Education Command (TECOM) staff sections, it provides integrated and timely coordinated solutions for validated C2 training and education requirements among TECOM, the operating forces, the Advocates, Headquarters Marine Corps, Marine Corps Systems Command (MCSC), the Marine Corps Warfighting Lab (MCWL), and selected joint, service, and coalition agencies. Additionally, it identifies, tracks, and investigates the potential impacts of future MAGTF warfighting requirements or prospective changes within the C2 training and education continuum.

OPERATIONAL IMPACT

The C2 TECOE provides Active and Reserve Component commanders, their staffs, and individual Marines timely and relevant home-station and mobile training team training in the art and science of command and control to enable them to act more decisively and effectively than the enemy. C2 TECOE works in concert with the Marine Corps Tactics and Operations Group (MCTOG), the Marine Corps Logistics Operations Group (MCLOG), Marine Aviation Warfare Training Squadron (MAWTS)-1, and the MAGTF Staff Training Program (MSTP). The Center advances the mastery of command and control in the operating

forces through individual C2 operator and watch officer/watch chief and initial collective Battle Staff Training offered through its five, regionally situated subordinate MAGTF Integrated Systems Training Centers (MISTCs). These training centers are located at Camp Lejeune, North Carolina; Camp Pendleton, California; Twentynine Palms, California; Kaneohe Bay, Hawaii; and Okinawa, Japan, and are integral components of the MAGTF Training Program's C2 training continuum.

The MISTCs are under the operational and administrative control of the C2 TECOE and directly support the MEFs and the formal schools through a building block approach that focuses on C2 training tailored to unit size and type that culminates in increasingly complex series of battle drills that exercise unit standard operating procedures; introduce the latest tactics, techniques, procedures (TTPs); and incorporate C2 best practices.

The C2 TECOE is the lead proponent for the C2 Training and Readiness Manual. They work closely with the TECOM Ground Training Division and the Deputy Commandant for Plans, Policies and Operations to establish C2 training standards, regulations and practices regarding the training of Marines for combat. This supports unit commanders, who will continue to develop their own training plans to sustain proficiency and assess their units' progress toward attaining combat readiness. The C2 TECOE will continue to develop and maintain programs of instruction ensuring skill-training requirements support the building block approach in a formal school setting at each MISTC.

The C2 TECOE preserves and promotes C2 training for Operating Force Marines by coordinating with the Deputy Commandant for Combat Development, Deputy Commandant Advocates in HQMC, and liaising with the Marine Corps System Command Product Group system acquisitions processes. This includes participating in several ongoing manpower personnel and training plan IPTs to ensure that appropriate C2

sustainment training is incorporated throughout the lifecycle of a program. Additionally, the C2 TECOE is the lead doctrinal proponent for the Marine Corps Warfighting Publication (MCWP) 3-40.2 Information Management due to be published in mid-2012.

PROGRAM STATUS

The C2 TECOE currently offers more than 20 programs of instruction through its MISTCs that support C2 operator, systems administrator, advanced systems courses, watch officer/watch chief courses and collective Battle Staff Training, with six more POIs under development. Additionally, it has a Commanders C2 Systems Overview course to acquaint operating force commanders with the tools available to them in today's digital Combat Operations Center. The C2 TECOE and its MISTCs effectively support the C2 training continuum from the individual Marine to the initial collective level that feeds more advanced collective training contained within the forthcoming Service-level Battle Staff Training Program, Integrated Training Exercise and Large Scale Exercise, all components of the MAGTF Training Program.

MARINE CORPS TACTICS AND OPERATIONS GROUP (MCTOG)

The Marine Corps Tactics and Operations Group was established in February 2008 under the cognizance of Training and Education Command (TECOM) to implement the Operations and Tactics Training Program (OTTP). Located onboard Marine Corps Air Ground Combat Center, Twentynine Palms, MCTOG is a subordinate organization to Marine Air Ground Task Force (MAGTF) Training Command.

The mission of MCTOG is to provide standardized, advanced training and certification to Ground Combat Element (GCE) Operations Officers, Operations Chiefs, and other selected GCE training specialists in operations, combined-arms planning and

integration. MCTOG also supports unit readiness planning at the company, battalion, and regiment levels to support GCE training and readiness events. This is accomplished through the Tactical MAGTF Integration Course (TMIC). In addition, MCTOG provides advanced collective training to company through regiment battle staffs by executing the Battle Staff Training Program (BSTP). Lastly, MCTOG serves as the proponent lead to develop specified GCE publications, ensures GCE doctrine is nested and consistent both horizontally and vertically within the MAGTF construct, and ensures GCE doctrine and individual and collective training and readiness events are mutually supporting to enhance the combat readiness of GCE units.

OPERATIONS AND TACTICS TRAINING PROGRAM

The OTTP increases combat effectiveness by developing a professional training culture, institutionalizing standardization, and accelerating innovation at all levels within the GCE. The three pillars of the OTTP are the TMIC, the BSTP, and the synchronization of GCE Doctrine and training and readiness events. The desired end state of the OTTP encompasses the following objectives:

- Ensure full interoperability of GCE units through standardization of tactics, techniques, and procedures in publications and in practice in the operating forces
- Inculcate GCE companies, battalions, and regiments with a higher level of training capability and rigor across the warfighting functions
- Codify and provide the training requirements for key GCE staff members to build expertise in the training, preparation, and employment of GCE units on the complex battlefields of the future
- Implement mechanisms to ensure GCE doctrine, standards, training, and requirements maintain pace with the changing threat environment and emerging operational concepts

- Enhance GCE unit preparation/performance in combat operations

TACTICAL MAGTF INTEGRATION COURSE AND GROUND OPERATIONS CHIEF COURSE (GOCC)

The blended TMIC and GOCC are the method used to train and certify Operations and Tactics Instructors (OTIs) for the GCE. The GCE Operations Officer and Operations Chief must be certified as an OTI prior to being assigned to their designated billet. The OTIs are the unit proponents of standardization and, as such, assist the commander in the preparation of the unit for combat, tactical planning, and command and control of operations. The OTIs assist their commanders with the identification of unit-specific training requirements and deficiencies as a result of evolving operational and threat environments. OTIs support the GCE by being:

- Master training designers able to implement and manage the unit readiness program
- Skilled in the art and science of planning and executing operations in complex environments
- Skilled in the art and science of command and control across the range of military operations
- Proponents of standardization to enable integration and interoperability with external organizations and enablers
- Advocates of best practices, lessons learned, resources, and emerging concepts.

INTELLIGENCE TACTICS INSTRUCTOR COURSE

Intelligence Officers and Chiefs are a secondary training audience during the execution of TMIC. A gap analysis determined that intelligence officers and chiefs assigned to GCE units lacked certain capabilities and understanding of GCE operations. The Intelligence Department of HQMC, in concert with TECOM and MCTOG, developed a six-week parallel-tracked GCE Intelligence Tactics Instructor (ITI) Course that

provides specific intelligence training and then links the student with TMIC to solidify the intelligence and operations integration.

BATTLE STAFF TRAINING PROGRAM

The Battle Staff Training Program (BSTP) is the method by which MCTOG assists commanders and OTIs in training units in advanced, collective Battle Staff command and control and planning skills. The BSTP prepares units to integrate Service, joint, and interagency assets in support of their anticipated missions during deployment. In addition, the BSTP uses tailored unit training packages, exercise support, and unit defined Mobile Training Team support packages to train unit battle staffs either at the MCTOG Battle Lab, or in support of Home Station Training. Furthermore, MCTOG is focused on the regiment, battalion, or company commander and staff in the information management, problem solving and resolution processes encountered in the current and future operating environments.

SYNCHRONIZATION OF GCE DOCTRINE AND TRAINING AND READINESS

The MCTOG is the critical link between the GCE Advocate (the Deputy Commandant for Plans, Policies, and Operations) and the means by which the doctrine, tactics, techniques, procedures, training standards, curricula, and institutional training programs are established and kept current. As such, MCTOG will assist the GCE Advocate in developing standardized GCE individual and collective capabilities that are linked to best practices, current TTPs, and emerging requirements.

MARINE CORPS LOGISTICS OPERATIONS GROUP (MCLOG)

Deputy Commandant, Installations and Logistics and Commanding General, Training and Education Command, partnered to establish the Marine Corps Logistics Operations Group (MCLOG). The MCLOG provides a capability similar to the Marine Corps Tactics and Operations Group (MCTOG) and Marine Aviation Warfare Training Squadron (MAWTS)-1 for logistics units in the operating forces. MCLOG will report to the Commanding General, Marine Air Ground Task Force Training Command (MAGTF TC), and will be located at Twentynine Palms.

MCLOG will serve as the following:

- The single logistics operations training element responsible to synchronize the logistics training and education continuum on behalf of the Logistics Advocate
- The lead for providing advanced and standardized tactical logistics operations training and education on behalf of the Logistics Advocate
- The logistics doctrine proponent on behalf of the Logistics Advocate.

MCLOG will implement the Logistics Tactics Training Program (LTTP) to enhance combat readiness and performance of logistics personnel and Logistics Combat Element (LCE) units in MAGTF operations. The cornerstone of the LTTP will be the graduate-level logistics operations courses, and the assignment of graduates to logistics operations officer billets in all elements of the MAGTF.

MCLOG also will work with MCTOG and MAWTS-1 to integrate Ground Combat Element; Aviation Combat Element; and LCE training and tactics, techniques, and procedures within the Tactical Logistics Operation Center (TLOC) through an Advanced Unit Collective training program that will assist LCE unit staffs in C2 and planning skills with a focus on logistics operations. This program will use tailored unit training packages, exercise support, and unit defined Mobile Training Team support packages to train logistics unit battle staffs either at the MCLOG facility, or in support of home station training.

JOINT, INTERAGENCY, AND MULTINATIONAL (JIM) TRAINING

Leveraging several joint initiatives from the Office of the Secretary of Defense, the Chairman Joint Chiefs of Staff, and the newly formed J7 (Joint and Coalition Warfighting, or JCW) on the Joint Staff, Training and Education Command incorporates joint, interagency, and multinational training context into dynamic, capabilities-based training in support of national security requirements.

JOINT TRAINING

Through the OSD-sponsored Joint National Training Capability (JNTC), the Training and Education Command (TECOM) has integrated specific joint context solutions to identified joint training shortfalls at U.S. Marine Corps Joint National Training Capability-accredited programs, which include:

- Marine Air Ground Task Force Training Command (MAGTF TC), Twentynine Palms, California
- Marine Aviation Weapons and Tactics Squadron-1 (MAWTS-1), Yuma, Arizona
- Marine Air Ground Task Force Staff Training Program (MSTP), Quantico, Virginia
- Mountain Warfare Training Center (MWTC), Bridgeport, California
- Marine Corps Tactics and Operations Group (MCTOG), Twentynine Palms, California

The JNTC also provides several tools that support the incorporation of joint training into Service Title 10 responsibilities. One of these tools is the Joint Training Enterprise Network (JTEN) that is the communications network for JNTC. The JTEN is a high-capacity, reconfigurable network that supports joint training exercises, and the evaluation of new warfighting concepts. Additionally, it allows for inter- and intra-Service forces to link “Service-owned” training and simulation networks to train in a live, virtual and constructive environment that blends live tactical forces with manned simulators and sophisticated computer models. A second tool is the JNTC sponsored, Joint Training Coordination Program, which assists Marine Corps JNTC-accredited programs in gaining participation of others services at their training and exercises.

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INTERAGENCY COOPERATION AND TRAINING: INTERAGENCY COOPERATION AND TRAINING

TECOM leverages interagency participation such as subject matter expert attendance at pre-deployment training to increase realism and meet mission-training standards at pre-deployment training programs. Through efforts with the U.S. Agency for International Development, the Marine Corps Civil-Military Operations School, and MCTOG, deploying units have been trained in the use of the District Stability Framework assessment tool, which assists commanders with identifying the root causes of instability in their location, and target efforts to address these problems. Similarly, TECOM provides input to civilian training efforts to make them more accessible to Marine units, such as the Department of Agriculture’s Agricultural Development for Afghanistan Pre-Deployment Training program. TECOM also assists the State Department’s Bureau of Conflict and Stabilization Operations by supporting annual training aboard Marine Corps Base (MCB) Quantico for a civilian capstone exercise centering on the Civilian Response Corps.

MULTINATIONAL TRAINING

Coalition partners are invited to participate in service-level training when feasible and relevant. One focus area is on operational level interaction, primarily through coordination and reciprocal participation in mission rehearsal exercises with partner nations where USMC units will serve as higher headquarters during current operations. Additionally, institutional-level interoperability is being pursued through staff and instructor exchange programs in respective training organizations. Opportunities to incorporate coalition partners into MAGTF TC training events such as En-

hanced Mohave Viper or the Weapons and Tactics Instructor Course are frequently pursued and exploited.

FUTURE TRAINING: MAGTF TRAINING PROGRAM



The Training and Education Command (TECOM) is developing the next generation of training for Marine operating forces to prepare for future fights and operating environments. The Marine air Ground Task Force (MAGTF) Training Program will establish, define, and integrate the requirements for training programs and resources that will facilitate the development of warfighting capabilities in those operational forces comprising a MAGTF.

BATTLE STAFF TRAINING PROGRAM (BSTP)

The BSTP is designed to provide training to battle staffs across all the elements of the MAGTF, at echelons from a battalion, or squadron, to Marine Expeditionary Force (MEF)-level. Most importantly, the BSTP integrates individual and collective training, provided by multiple organizations from across TECOM, into a single training continuum beginning with training of command and control systems operators, and concludes with a command post exercise that tests the abilities of the entire staff. The BSTP provides an invaluable tool for the commander to assist in the training of his staff, and provides the commander with a detailed

understanding of the full staff-training continuum.

INTEGRATED TRAINING EXERCISE (ITX)

The ITX provides a battalion- or squadron-level collective training event supporting training in skills required to accomplish assigned core mission essential tasks, and serves as the Service level assessment of a unit. This program will be similar in scale to the type of combined arms training that was conducted prior to Operations Iraqi Freedom and Enduring Freedom and the Mojave Viper pre-deployment training program. It will include all elements of the MAGTF including command, ground combat, logistics combat, and aviation combat elements. ITX will provide training on the techniques of MAGTF integration at the tactical level and the technical skills allowing subordinate units of the MAGTF to work together.

LARGE-SCALE EXERCISE (LSE)

The LSE is a Marine Expeditionary Brigade (MEB)/MEF-level exercise program that will use live-virtual-constructive training linked through a supporting network across the United States and with amphibious forces afloat, or ashore, to focus on the integration of headquarters organizations and their ability to conduct integrated MAGTF operations. It can be used as the final pre-deployment training event for a MAGTF that as has been designated to deploy, or it will serve as an exercise to validate the ability of the MAGTF to execute designated core mission-essential tasks, depending on requirements of the MEF commander. The LSE will increase joint and amphibious capabilities as the Marine Corps reconstitutes its full amphibious capability.

AMPHIBIOUS CORE TRAINING

The Marine Corps is developing and refining key training programs to reinvigorate our amphibious capability. TECOM is preparing individual Marines through training and education at the Marine Corps

Expeditionary Warfare School, the Marine Corps Command and Staff College, and various courses at the Expeditionary Warfare Training Groups Atlantic and Pacific, such as the Type Commander Amphibious Training. We will prepare MAGTFs by training alongside the Navy through such exercises as amphibious landing exercises and MEB-level exercises.

TRAINING AND EDUCATION ENABLERS

MARINE CORPS TRAINING INFORMATION MANAGEMENT SYSTEM (MCTIMS)

MCTIMS is the Marine Corps emerging enterprise information system for training development and management. An official program of record with Marine Corps Systems Command oversight, MCTIMS web-enabled applications work in concert with Oracle databases containing USMC training information to provide integrated applications that serve all Marine Corps training development and management needs.

MCTIMS is the authoritative data source for all training data, generating, maintaining, sharing, and reporting training data as required by other Marine Corps and service-level systems. Early MCTIMS developments directly supported the mission of TECOM to provide entry-level trained Marines to the operating forces and supporting establishment. In the near future, units will use MCTIMS to develop the units' training plans, training schedules, and record training achievements.

MCTIMS is a government-owned software application that is available for use by the total force. The system standardizes Marine Corps training development and management by aligning to the Systems Approach to Training process.

TRAINING & READINESS (T&R) DEVELOPMENT MODULE

The T&R Development Module is the backbone of the MCTIMS suite of modules. This module is used during T&R Development and Review Conferences to build or maintain individual and collective events and manage T&R data. The TECOM and Education Command (EDCOM) staff uses this web-based application to capture individual and collective training standards for an occupational field and Military Occupational Specialty (MOS) to produce the T&R manual. T&R Manuals provide commanders in the Operating Forces, Supporting Establishment, and formal learning centers with a tool for the planning and implementation of progressive training that ultimately will ensure individual and collective proficiency.

MILITARY OCCUPATIONAL SPECIALTY (MOS) MANUAL MODULE

The MOS Manual Module supports TECOM's Ground Training Division mission to manage the MOS Manual for the Marine Corps. This module provides the capability to store web-based MOS Manual data to expedite the annual review and reduce the labor associated with management of the MOS Manual.

MOS ROADMAP MODULE

TECOM and EDCOM use this web-based application to guide individual Marines on career training and education. Roadmaps are single-source documents containing grade-specific information related to training and education requirements from which Marines can make informed career decisions regarding assignment, training and education requirements and career progression opportunities. Leaders use the roadmap as an aid to counsel and mentor subordinates.

UNIT TRAINING MANAGEMENT (UTM) AND INDIVIDUAL MARINE MANAGEMENT (IMM) MODULES

The UTM and IMM modules are the latest MCTIMS development efforts designed to directly support the Operating Force. The UTM module provides commanders with a toolkit that aligns with the unit training management process outlined in Marine Corps Reference Publication 3-0A, the Unit Training Management Guide. This capability enables commanders and their staff to execute doctrinal UTM practices via an automated system. Other capabilities within this module will allow units to record, track, and evaluate all unit collective-training requirements.

ADDITIONAL MCTIMS DEVELOPMENTS TO SUPPORT THE MARINE CORPS

Two additional MCTIMS developments fielded during FY 2011 are the Curriculum Library and the Electronic Training Jacket (ETJ). The Curriculum Library provides Marines in the operating forces access to formal learning center course materials to support training and standardize instructional materials throughout the Marine Corps. Marines operating forces will be able to access lesson plans, student outlines, instructor preparation guides, and media to support unit training requirements. The ETJ provides a cradle-to-grave record of all training accomplishments for all Marines viewable by the individual Marine or their commander.

OTHER FORMAL SCHOOL MANAGEMENT CAPABILITIES

The Curriculum Management (CMD) Module. TECOM and EDCOM staff and schoolhouse curriculum developers use this web-based application to create and manage curriculum for Marine Corps formal schools. The use of this module is mandated for the production of Marine Corps programs of instruction.

The Student Evaluation (SEV) Module. TECOM and EDCOM staffs use this web-based application to construct tests, record test data, track student scores and grade point averages, and generate reports. The SEV module controls the synchronization of this data with the external Question-Mark Perception applications. Student evaluation is also used to create survey questionnaires and track student responses.

The Student Management Module. TECOM staff uses this web-based application to manage rosters, units, and individual students for Marine Corps formal schools.

Student Registrar. The Student Registrar Module is management by the Formal School Training Division, TECOM. The TECOM and EDCOM staffs use this web-based application to manage class rosters and student registrations.

MODELING & SIMULATIONS (M&S) TRAINING AND EDUCATION ENABLERS

Marine Air Ground Task Force (MAGTF) Training Simulations Division (MTSD), a directorate of the Training and Education Command (TECOM), has established a training modeling and simulation community of interest to facilitate information exchange and address specific focus areas, such as infantry skills simulations, staff training environment. MTSD also addresses simulation system integration, interoperability, interconnectivity, compatibility, and networking. Participants in this forum are drawn from across the Marine Corps and the science and technology community. With this forum's input, TECOM has published the Training and Education Modeling and Simulation Master Plan. The purpose of the plan is to inform Marines and other stakeholders of current and future efforts pertaining to training simulations and to guide the development and sustainment of effective simulation-based training in support of the operating forces.

Small-unit training is receiving particular focus by TECOM to prepare Marines for today's and future operating environments. The Squad Immersive Training Environment (SITE) program will significantly enhance collective training for the squad. SITE is envisioned as a multifaceted "toolkit" of integrated live, virtual, and constructive training capabilities that commanders can leverage to train their small units at all points along the training continuum. The SITE "toolkit" should include current virtual and live training systems appropriate for small units, and future capabilities that leverage emerging technologies.

TECOM has participated in numerous joint initiatives focused on immersive training at the squad and platoon levels. In support of the Enhanced Company Operations (ECO) concept, MTSD is examining the networking and interoperability of selected staff training, combined arms, combat convoy, combat vehicle, and aviation simulation systems to enable better training capabilities among critical MAGTF building blocks. These efforts will be integrated within the emerging Small unit Integrated Training Environment (SuITE) program to provide the domain for ECO.

TECOM's request to integrate the Marine Corps MAGTF Tactical Warfare Simulation system into its joint live, virtual, and constructive (JLVC) federation was approved. This incorporation will provide higher simulation fidelity of MAGTF and amphibious operations in joint exercises and enable the Marine Corps to better leverage the many JLVC tools to support Service training and Combatant Commander regional engagement exercises. TECOM is pursuing appropriate linkages among existing Marine Corps simulations to provide more robust capabilities and examining simulations that address political, military, economic, social, infrastructure, and information issues.

Finally, the MROC approved TECOM's Live, Virtual, and Constructive Training Environment (LVC-TE) Initial Capabilities Document that outlined desired LVC-TE capabilities. This analysis identified gaps in the Marine Corps ability to network current capabilities and delineated integration standards for future capa-

bilities. TECOM is further examining networking requirements to link simulation systems with each other and with live domain capabilities, and as well as provide access to existing Marine Corps, joint, interagency, and multinational partner training and modeling simulation networks. Such a network would support distributed training venues between MAGTF elements, enable large-scale MAGTF exercises, and facilitate Marine Corps participation in future joint and other exercises.

MISSION-CAPABLE TRAINING RANGES



Marine Corps combat readiness depends on the continued availability of Ranges and Training Areas (RTAs) that provide opportunities for realistic, mission-oriented training in multiple, complex environments. To this end, the Marine Corps Training and Education Command (TECOM) continues to execute the comprehensive Mission-Capable Ranges Program. The purpose of Mission-Capable Ranges is to plan, program for, and execute the development, modernization and sustainment of RTAs, and the delivery of comprehensive range services and training support to the warfighter. Mission-Capable Ranges is requirements-driven, incorporating standards articulated in Marine Corps Reference Publication (MCRP) 3-0C *Operational Training Ranges Required Capabilities*, and requirements-based assessments of the capabilities of RTAs.

TECOM has established six cornerstone objectives



for Mission-Capable Ranges, including:

- Preserve and enhance the live-fire combined arms training capabilities of Marine Corps Air Ground Combat Center/Marine Air Ground Task Force (MAGTF) Training Command, Twenty-nine Palms, and Marine Corps Air Station (MCAS) Yuma Range Complex
- Recapture and enhance MAGTF and unit training capabilities of the nation's two premier littoral training areas, Camp Lejeune and Camp Pendleton
- Leverage technology to support every level of training with a goal of providing timely and objective feedback to the training audience
- Honor our commitments to protecting the environment, while preserving and enhancing our ability to conduct live-fire and maneuver training
- Facilitate cross-service employment of Marine Corps training ranges, and ensuring Marine Corps access to other-service ranges
- Support the Joint National Training Capability with the common range infrastructure and systems architecture to ensure effective joint training

Mission-Capable Ranges provides the Marine Corps with a comprehensive, fully developed strategy for providing modern RTAs and related services that are focused on current and future needs of the warfighter. The cornerstone of the program is **range modernization** through:

- Sustainment of ranges to maintain capabilities and

protect range investments

- Re-capitalization to upgrade or replace existing ranges and range resources
- Investment in new ranges that leverage advanced range instrumentation, targets, and training systems.

In recent years, the program has focused primarily on range modernization at the installation level and on assessing and supporting initiatives to address long-term requirements for sufficient land area and airspace for training. At our installations, Mission-Capable Ranges has delivered the range resources to support training requirements emerging from the theaters of operation, particularly those relating to urban and counter-IED tactics. Since 2006, the program has made unprecedented investments (approximately \$700 million) in Marine Corps training infrastructure.

As we look to the future, the program will increase its focus on realistic, immersive training environments for our Marines using integrated systems for tactical engagement, range instrumentation, interactive targets, threat simulators, and after-action review. Additionally, TECOM has initiated a comprehensive effort to field Training Support Centers at our major training bases to facilitate efficient and effective utilization of the full suite of RTAs and other training resources by the operating forces.

With regard to service-level initiatives, Mission-Capable Ranges has focused on three shortfalls:

- The inability of Marine Corps ranges to fully exercise

a large MAGTF in a realistic, doctrinally appropriate training scenario

- Inadequate training opportunities for the Marine units stationed in the western Pacific and Hawaii
- Inadequate aviation training facilities on the east coast of the United States with range capabilities such as those provided by MCAS Yuma on the west coast.

TECOM will continue to focus on meeting these deficits. Concurrently, TECOM will engage in forward-looking initiatives as it confronts future challenges to RTA capabilities, including potential limitations on resources available for range modernization and sustainment. Sufficient commitments to sustaining and enhancing range capabilities are necessary to ensure RTAs continue to fully support the training requirements of the Marine Corps.

COMBINED ARMS COMMAND AND CONTROL TRAINER UPGRADE SYSTEM (CACCTUS)



DESCRIPTION

The CACCTUS is a combined arms staff training system that, when fully fielded will enable comprehensive Marine Corps staff, unit, team, and individual training at home station Combined-Arms Staff Training (CAST) facilities, and through distributed train-

ing involving CAST facilities across the Marine Corps. CACCTUS is an upgrade to the USMC's CAST that provides fire support training for Marine Air Ground Task Force (MAGTF) elements up to and including the Marine Expeditionary Brigade (MEB) level.

Using the system components and simulation capabilities, two-dimensional and three-dimensional visuals, interfaced Command, Control, Communication, Computers and Intelligence (C4I), synthetic terrain, and an After-Action Review (AAR), CACCTUS immerses trainees in a realistic, scenario-driven environment. The simulated scenarios enable commanders and their battle staffs to train or rehearse combined arms tactics, techniques, procedures and decision-making processes prior to any physical engagement. In addition, CACCTUS provides training across live, virtual, and constructive training networks through interoperability with appropriate C4I systems in a training environment.

OPERATIONAL IMPACT

The CACCTUS provides critical combined arms command and control integration and fire support coordination training to units leading up to and just prior to participating in live fire exercises and deployment.

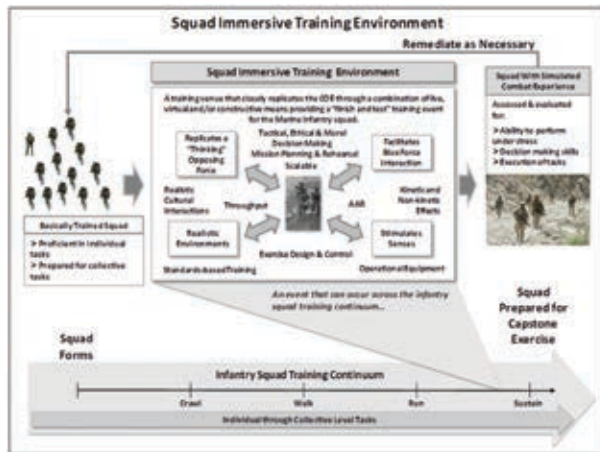
PROGRAM STATUS

All five CAST facilities have been fielded with Version 5.2.1. Authority to operate as a standalone system was granted in August 2011.

Procurement Profile:	FY 13	FY 14
Quantity:	0	0

Developer/Manufacturer:
Riptide Software, Inc. Oviedo, Florida

SQUAD IMMERSIVE TRAINING ENVIRONMENTS (SITE)



DESCRIPTION

SITE is an integrating training construct focused on preparing squads for missions in the contemporary operating environment. These environments will provide the commander training venues to better prepare infantry squads, while enhancing existing training systems that meet the essential training capabilities for small unit and squad leader development. SITE also provides centralized management and oversight for the small unit and squad training capabilities, with decentralized execution for development and fielding of individual increments. The program leverages efforts across the Science and Technology community and provides means to aid the transition of most technologically advanced capabilities into Programs of Record.

OPERATIONAL IMPACT

SITE addresses the following training capability gaps:

- Enable proper employment of Operational Weapons and Realistic Casualty Determination
- Provide realistic Battlefield Effects to set the conditions for maneuver
- Enable proper employment of operational equipment

- Support Infantry Squad Core Competencies
- Provide realistic environmental conditions for required geographic regions
- Provide realistic characteristics of a “Thinking” Opposing Force
- Provide realistic indigenous population
- Provide the ability to conduct Mission Planning and Rehearsal
- Provide realistic contemporary operating environment entities
- Provide stimulation of senses to enhance realism of training and support decision making
- Provide high fidelity After-Action Reviews

Provides USMC Vision and Strategy 2025-CMC Planning Guidance:

- Improve training and experience level for Maneuver Unit Squad Leaders.

PROGRAM STATUS

Research Development Test and Evaluation is planned in FY 2013 for Live Core System enhancements and in FY 2014 for Virtual Core System enhancements.

Procurement Profile:	FY 13	FY 14
Quantity:	0	0

Developer/Manufacturer:
TBD

SUPPORTING ARMS VIRTUAL TRAINERS (SAVT)

DESCRIPTION

The SAVT advances the training capability, operational readiness, and tactical proficiency of Marine Corps joint terminal attack controllers, forward observers, and forward air controllers. This virtual simulator provides personnel with training scenarios that require the placement of tactical ordnance on selected targets using Joint Close Air Support procedures and observed

fire procedures. These scenarios will allow for practical application of Naval Surface Fire Support, artillery and mortar fire, neutralization, suppression, illumination, interdiction, and harassment fire missions.

OPERATIONAL IMPACT

Simulation events can replace 33 percent of Marine Corps live-fire Training and Readiness requirements, as well as Joint Service currency training requirements.

PROGRAM STATUS

Six systems have been installed, one each at Camp Lejeune, Twentynine Palms, Camp Pendleton, Marine Corps Base Hawaii, Marine Corps Air Stations Yuma, and Okinawa. During January 2012, the MCAS Yuma system was part of the Proof of Concept linking the SAVT with the AV-8B aircraft trainer. The Yuma SAVT has been assigned to Aviation Weapons Systems Requirements Branch for further refinement with the inter-operability between these two systems and other simulation trainers in the future.

Procurement Profile:	FY 13	FY 14
Quantity:	0	0

Developer/Manufacturer:
TJ Inc., Christmas, Florida

MARINE CORPS HISTORY DIVISION

The History Division's mission is to provide knowledge of the Marine Corps past to ensure an understanding of its present and future for the Marine Corps and the American people. The division does so in the following ways:

- By making the Corps hard-earned experience and official history available for practical study and use
- Preserving a written, spoken, and visual record of its

activities and traditions by collecting papers, articles, images, and interviews of lasting historical interest

- Assisting in the Marine Corps use of military history to aid in professional military education and training and to provide background and precedents for decision-making.

Division historians, working in close coordination with the National Museum of the Marine Corps, collect, research, write, publish, and distribute accounts that are professional presentations of permanent historical value to the Marine Corps and materially contribute to the military, political and social history of the United States and its armed forces. During 2009, the History Division moved into facilities on the campus of Marine Corps University (MCU).

The History Division has four Branches — History, Reference, Editing and Design, and Headquarters. Each branch contributes to the research, writing, and editing of the official histories of the Marine Corps. For example, the Reference Branch fulfills several specific functions and to perform these functions maintains topical working files that cover five areas: (1) specific history subjects; (2) biographical files on prominent Marines; (3) unit files; (4) photo files; and (5) geographic area files.

As part of its mission, the Division also conducts research, writes battle studies, deploys combat historians with operational units to collect and preserve primary source materials; conducts interviews with a wide variety of current and former Marines in support of the Division's research and writing efforts; edits, designs, produces, prints, warehouses, and distributes products; compiles, edits and publishes *Fortitudine*, the quarterly bulletin of the Marine Corps Historical Program; and carries out all functions of the Marine Corps University Press. Founded in 2008, the Marine Corps University Press seeks to further the vision, educational objectives and curriculum of MCU through scholarly dialogue not offered in other forums.

The Marine Corps University Press published the first issue of the *Marine Corps University Journal*

in 2010 and plans to produce two issues in 2011. The journal features articles, interviews and reviews on issues of strategy and international security. During 2010, History Division also expanded the operations of MCU Press. It will maintain progress on a multi-year effort to scan and process key Reference Branch materials to make them available in a digital format. The History Division's website (www.history.usmc.mil) is continually being improved and expanded, as is the Marine Corps University Press website (www.tecom.usmc.mil/mcu/mcupress/).

NATIONAL MUSEUM OF THE MARINE CORPS (NMMC)

The President of the United States dedicated the National Museum of the Marine Corps (NMMC) on November 10, 2006. Located in Quantico, Virginia, the NMMC is one of the most popular cultural attractions, with an average annual visitor attendance of more than 500,000 during each of its first five years. Its exhibitions recreate environments and immerse visitors into Marine Corps action. NMMC's mission encompasses the following activities:

- Collecting and preserving objects that reflect the history of the Corps
- Interpreting Marine Corps history
- Educating students and families
- Conducting collections-based research
- Supporting the recruitment, education, and retention of Marines.

The National Museum is being constructed in phases, the first of which includes approximately 120,000 square feet. It opened with permanent galleries dedicated to "Making Marines," World War II, the Korean War, and the Vietnam War. In 2010, three additional galleries opened to tell the story of the Marine Corps from 1775 through World War I. In immersive exhibits, visitors take their places alongside Marines in battle. Aircraft, tanks, and other vehicles are promi-

nently displayed, and period uniforms, weapons, medals, flags, and other artifacts help visitors trace the history of the Corps. Future phases will add a giant-screen theater, classrooms, an art gallery, visible storage, and more exhibition space to the flagship building. A chapel that overlooks the Museum and Semper Fidelis Memorial Park opened in October 2009. Also planned as part of the 135-acre "Marine Corps Heritage Center" are a hotel and conference center, artifact storage and restoration building, and additions to Semper Fidelis Memorial Park.

The NMMC reports to Marine Corps University and is federally funded and staffed by Marine Corps civilian employees and uniformed Marines. However, its construction and expansion would not be possible without the assistance of the Marine Corps Heritage Foundation. This strong public-private partnership, approved by Congress in 2001, allowed for the construction of an iconic building and the delivery of the highest-quality programs.

The strength of any history museum rests with its collections. NMMC's keystone objects that represent how Marines have waged war since 1775 — weapons, tanks, vehicles, aircraft — were transferred to the museum by the Marine Corps. But pride in being a Marine has prompted many generations of Leathernecks to donate their personal items to the permanent collection. Because the museum is charged with caring for its collections — some 42,000 objects — in perpetuity, curators add to the collection very selectively, consulting a formal collections rationale for guidance. Stewardship responsibilities are divided among five broad categories: ordnance; uniforms and heraldry; aviation; art; and general collections. Curators and collections managers work together to fully account for the collection.

As is often the case with museums, less than ten percent of NMMC's objects are on exhibition at any one time. Most of them are in storage at Marine Corps Base Quantico, while some objects are on loan to other museums around the country. A team dedicated to the

preservation of aircraft, vehicles, artillery pieces, and other large artifacts completes the detailed restoration of several artifacts each year.

Working with curators and historians, an in-house exhibitions team designs and oversees permanent and temporary installations, including the Commandant's Corridor at the Pentagon. Museum educators use these exhibits to craft formal education programs that meet the needs of classroom teachers and are linked to specific standards of learning.

Education at the museum can definitely be fun, especially for "Little Marines", with puppet shows, hands-on activities, story telling, trains, and gallery hunts. Popular family day programs are offered on the second Saturday of each month. Marines attending formal schools also make good use of the Museum as part of their professional military education.

Since World War II, the Corps has been instructing a small number of Marines to "go to war and do art!" Continuing in that tradition, in 2010 the Museum deployed one artist to Haiti, and training sites in the United States to capture what today's warriors are accomplishing. More than 60 works from the combat art collection were featured in an exhibit at the Arch during Marine Week Saint Louis in 2011.

In 2009, the Museum received the Themed Entertainment Association's award for Best New Museum, and the Secretary of the Navy recognized the museum with the Award of Merit for Group Achievement. The museum stands as a proud acknowledgement of the courage and commitment to duty delivered by all Marines, in support of today's Marine Corps families, and as an inspiration to the next generations of Americans.

In addition to the NMMC, command-specific museums are located at Recruit Depots San Diego, California, and Parris Island, South Carolina; Marine Corps Air Station Miramar, California; and at the Marine Corps Mountain Warfare Training Center Historical Display at Bridgeport, California. These museums reflect the unique interests and objectives

of those facilities. For additional information, see www.usmcmuseum.org.

CENTER FOR ADVANCED OPERATIONAL CULTURE AND LEARNING (CAOCL)

The CAOCL is tasked with ensuring that Marines are regionally focused, globally prepared, and effective at navigating and influencing culturally complex 21st-century operating environments. CAOCL provides operationally relevant products and services and accomplishes its mission by ensuring a comprehensive response to the Corps needs through various means.

POLICY AND PLANNING

CAOCL supports the Marine Corps in formulating policies, plans, and strategies to address regional understanding, operational culture, and language familiarization requirements across the doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) spectrum.

REGIONAL, CULTURE, AND LANGUAGE FAMILIARIZATION (RCLF) PROGRAM

CAOCL serves as the administrator and coordinator of the Marine Corps RCLF Program, which is a career-long training and education program that begins at accession and instills, develops, and sustains a basic language, regional, culture capability in our career Marines to ensure that the Corps has assets within each unit to assist in operational planning and execution in all operationally significant regions of the world. The RCLF Program is still under development but has met several key milestones on the path to full implementation, with three of six planned officer instructional blocks launched and five enlisted instructional blocks becoming available in 2012. As of late 2011, there were more than 8,000 Marine officers with regional assignments, with enrollment set to substantially grow

with the launch of the enlisted instructional block for sergeants.

PRE-DEPLOYMENT TRAINING AND RESOURCES

Language Familiarization Training. CAOCL serves as the central point of coordination for language familiarization training for all general-purpose Force Marines other than Foreign Area Officers and professional linguists. CAOCL uses a combination of on-staff language instructors, Defense Language Institute language instructors, and computer-based language training products to meet the operational requirements of Marines and units preparing for worldwide deployments. CAOCL language familiarization programs, regardless of method of delivery, focus on mission-oriented tactical phrases most likely to be used by Marines during exercises and operations.

CAOCL maintains Language Learning Resource Centers (LLRCs), which are technology-enhanced classrooms equipped with culture and language study materials and software, at eight major Marine Corps bases and stations to facilitate culture and language training for individual Marines and units. This helps commands meet pre-deployment training requirements and home-station sustainment training requirements. CAOCL also provides phrase cards for ready reference in deployed environments.

Operational Culture Training. CAOCL provides operational culture training via mobile training teams for Marines and units deploying anywhere in the world, focused on those operationally relevant aspects of culture that will enhance Marines' ability to navigate and influence a specific operating environment during the accomplishment of their missions.

CAOCL provides Operational Culture-General instruction, preparing units with skills to work within any culture around the world. The center also provides Operational Culture-Specific classes and briefs for units who need to learn about the cultures they will operate within during a specific deployment and mis-

sion. CAOCL likewise assists units in practicing techniques for incorporating operational culture into their planning process. CAOCL incorporates the integral skills of using an interpreter, understanding and using non-verbal communications, and interacting with a foreign population into culture training. Focusing primarily on commanders and key personnel, CAOCL also provides Key Leader Engagement training, which combines culture and language skills for effective cross-cultural communications. Additionally, CAOCL publishes and distributes a variety of cultural reference material and field guides to assist Marines while deployed or during training.

CAOCL Liaison Officers at each Marine Expeditionary Force (MEF) assist Marine units in accessing resources, scheduling training, and fulfilling culture and language training requirements.

OPERATIONAL SUPPORT

CAOCL provides subject matter experts in direct support of the operating forces. These experts assist commanders in understanding the cultural terrain of the battlespace and in planning operations. They serve as evaluators and advisors during mission rehearsal exercises, assist in scenario and exercise design when requested, and provide a reach-back resource for deployed forces for issues related to operational culture. Cultural Advisors to MEF and Ground Combat Element (GCE) commanders serve as special staff officers during pre-deployment training and deploy with the units as integral members of operational staffs for specified deployments to provide personal advice to commanders and to assist in integrating operational culture into the planning process.

PROFESSOR OF OPERATIONAL CULTURE

CAOCL maintains a faculty member at Marine Corps University (MCU) for providing instruction during Professional Military Education to MCU students on the concept of operational culture and its ap-

plication in Marine Corps planning and operations. The professor also conducts ongoing research on the subject of operational culture.

TRANSLATIONAL RESEARCH GROUP

The Translational Research Group (TRG) supports CAOCL's activities by providing the scientific basis and scholarship — specifically oriented on Marine Corps missions and guidance — required for training, education, policy, and programming. The TRG conducts the work necessary to ensure that the globally applicable concepts and skills of social science are “operational-

ized” for use by Marines, as well as leveraging expertise from other organizations. TRG also has responsibility for developing valid assessment platforms to ensure CAOCL's activities are meeting the needs of the operating forces. TRG brings together scientists with critical disciplinary backgrounds that are uncommon in the Department of Defense. Therefore, although focused on CAOCL, TRG's expertise is also brought to bear on broader issues of interest to the Corps Training and Education Command, such as resiliency.