UNITED STATES MARINE CORPS
I MARINE EXPEDITIONARY FORCE
U. S. MARINE CORPS FORCES, PACIFIC
BOX 555300
CAMP PENDLETON, CA 92055-5300

I MARINE EXPEDITIONARY FORCE ORDER P5000.3

From: Commanding General
To: I Marine Expeditionary Force (I MEF)

Subj: I MEF STAFF REGULATIONS (SHORT TITLE: I MEF STAFF
        REGULATIONS)

Ref: (a) US NAVY Regulations, 1990
        (b) SECNAVINST 5216.5D, Navy Correspondence Manual
        (c) Marine Corps Manual (MCM)
        (d) FMFM 3-1, Command and Staff Action
        (e) MCWP 5-1, Marine Corps Planning Process
        (f) MCWP 6-2, MAGTF Command and Control
        (g) I MEF Capstone 2011-2014
        (h) I MEF FY XX Campaign Plan

1.   Situation

     a.   References. References (a) through (h) are the primary
sources of information relative to the I MEF mission,
organization and operation of the Command Element (CE). This
Order will amplify and clarify existing doctrine and accepted
practices as delineated in the references.

     b.   I MEF Directives Relationship. The I MEF Staff
Regulations is one of three foundational documents, along with
the I MEF Capstone and the I MEF Fiscal Year (FY) Campaign Plan.
These documents facilitate the MEF realizing the CG's intent.
The I MEF Capstone provides the commander the ability to define
his future desired conditions and conditions beyond a one-year
planning and execution cycle, and direct action to move the MEF
towards that desired state. The I MEF FY Campaign Plan provides
direction to execute commander's guidance in accordance with
(IAW) the Capstone document. This execution is informed by the
procedures and processes outlined in the I MEF Staff
Regulations.

2.   Cancellation.   I MEFO P5000.2J

3. <u>Mission</u>. This Order publishes procedures, processes, and administrative guidance in order to guide efficient and effective staff action.
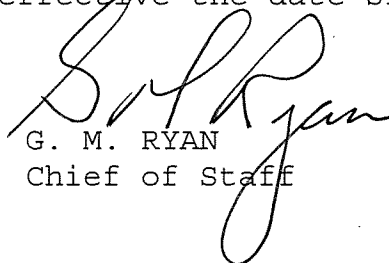
4. <u>Execution</u>. This Order contains major chapter, paragraph, and organizational changes, and should be reviewed in its entirety. This Order contains the following chapters, Chapter 1 – Command and Control (C2), which broadly defines the I MEF Mission and Organizational responsibilities; Chapter 2 – Staff Organization and Functions, which describes the Staff and I MEF Headquarters Group (MHG) Organization and Functions; Chapter 3 – Staff Battle Rhythm, which highlights the staff synchronization of events; Chapter 4 – Staff Administration, which contains administrative support functions; and Chapter 5 – List of Acronyms and Abbreviations, which contains a glossary of commonly used acronyms and terms.

5. <u>Administration and Logistics</u>. Recommendations for changes to this Order are invited and should be submitted to the I MEF Staff Secretary (SSEC).

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

    a. <u>Command</u>. This Order is applicable to the I MEF, CE.

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

G. M. RYAN
Chief of Staff

Table of Contents

Chapter 1 - Command and Control

Section 1 – Organization & Responsibilities

1. <u>Mission</u>. I MEF generates, deploys, and employs combat ready Marine Air Ground Task Forces (MAGTF)/forces in order to meet Combatant Commander requirements across the range of military operations.

2. <u>I MEF Command Element Organization</u>

    a. The I MEF CE consists of the Commanding General (CG), Deputy Commanding General (DCG), Chief of Staff (C/S), Force Sergeant Major (SgtMaj), Force Command Master Chief (CMDMC), the Command Section Staff, the General Staff and the Special Staff as depicted in Figure 1-1.

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              │ SgtMaj │  │ CMDMC  │
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                          │  C/S   │
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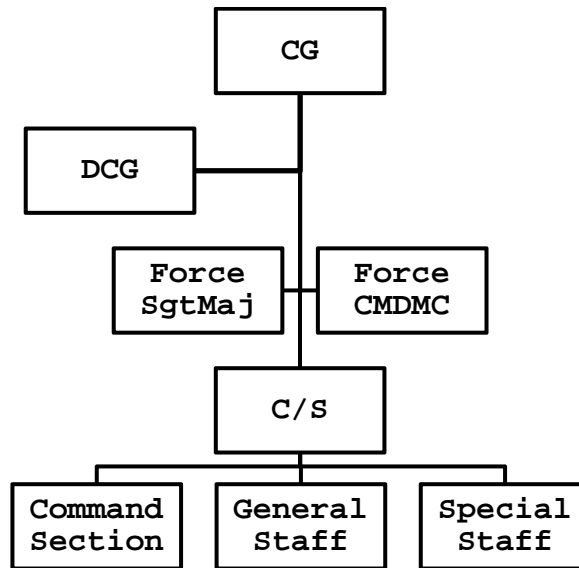
Figure 1-1: I MEF CE Organizational Chart

    b. Current scope, applicable organizational chart and functions of the CG, DCG, C/S, General, Special and Command Section Staffs within the I MEF CE can be found in Chapter 2 of this Order.

    c. <u>Terms of Reference</u>. Throughout the I MEF Staff Regulations, the term "Division" is used to describe the General Staff and the term "Section" to describe the Special Staff.

3. <u>Command and Staff Channels</u>

    a. <u>Command Channel</u>. The administrative chain of command extends from the Commander, US Marine Corps Forces Pacific to

the CG, I MEF to his Major Subordinate Commands (MSC); 1st
Marine Division (MarDiv), 3d Marine Aircraft Wing (MAW), 1st
Marine Logistics Group (MLG) and Major Subordinate Elements
(MSE); I MHG, 11th Marine Expeditionary Unit (MEU), 13th MEU,
and 15th MEU Commanders. MSC CGs and MSE Commanding Officers
may communicate directly with the CG.

    b. Staff Channel. This is the avenue through which the CG
issues instructions to and receives information and
recommendations from the staff. The CG and DCG normally
communicate with the staffs through the C/S. In some instances
the CG and DCG deal directly with a staff officer. The
responsibility of the staff officer is to inform the C/S of the
nature of the discussion and action to be taken.

    c. Scheduling of Appointments. Staff officers desiring
meetings of a routine nature with the CG or DCG will schedule
through their respected Aides-de-Camp and the SSEC. The C/S
will be consulted prior to scheduling the meeting.

    d. Relationship of the General, Special and Command Section
Staffs. All General, Special and Command Section staff officers
are responsible to the CG for the performance of their duties.
General, Special and Command Section staffs work through the
C/S.

4. Temporary Succession to Command

    a. Per paragraph 1074, U.S. Navy Regulations, 1990 and
unless otherwise directed by competent authority, during the
incapacity, absence caused by travel outside the I MEF immediate
area leave of the CG, or when designated by competent authority,
the DCG temporarily succeeds to command. If, for any reason,
the DCG is not available, the C/S shall temporarily succeed to
command per paragraphs 0904 and 1074.2a, U.S. Navy Regulations,
1990 and paragraph 1007.2 of the MCM. If the C/S is designated
temporary succession to command, he shall use the title
"Commander." The officer succeeding to command shall have
authority to issue orders required to carry on the established
routine and to perform the administrative functions of the
command. Said officer shall be the officer commanding for the
time being for the administration and for the exercise of
general court-martial jurisdiction within the command.

    b. Signatures on official correspondence are per Chapter 2,
paragraph 2-14 of SECNAVINST 5216.5D. Use of the term "Acting"
is only required when a CG from a MSC succeeds to command.
Therefore, per paragraph 1007.2a(1) of the MCM, during those
occasions when the DCG succeeds to command, he is not "Acting."

Section 2 – Commander's Intent

1. <u>Purpose</u>. Provide guidance for the execution of I MEF CE staff functioning and staff action.

2. <u>Method</u>

    a. <u>Staff Organization</u>. I MEF CE is organized as a traditional Title 10 garrison staff. Organization is not the key to effectiveness and efficiency; it is the aggressive, practical and creative execution of staff processes per the Staff Regulations that will ultimately ensure task completion and mission accomplishment.

    b. <u>Staff Functioning</u>. Technology serves only as an enhancement to effective staff functioning and is never a substitute for clearly articulated intent and tasking, adherence to sound staffing practices and efficient information management (IM), meaningful direction to subordinates, and timely action.

    c. <u>Primary staff functions</u>

        (1) Development and transmission of precise guidance and practical tasking.

        (2) Articulation of priorities.

        (3) Allocation of resources across the MAGTF.

        (4) Coordination within the commander's intent.

        (5) Shaping coordination and filtering information and tasking from higher, adjacent and subordinate headquarters (HQ).

        (6) Development of integrated solutions that incorporate the unique perspective of all staff sections and commands.

    d. <u>Primacy of staff action</u>. The primacy of I MEF CE functioning is to facilitate the CG in his decision-making and to support I MEF MSC/MSE task execution.

        (1) <u>Commander's Involvement</u>. Ultimately all functions and actions are expected to support the commander and are executed within the authority of the commander. Staff functioning is considered both an art and science. Executing the direction provided by the Staff Regulations within the prescribed I MEF Battle Rhythm is "science." Identification of decision points to involve the commander and the framing of

problems for the commander's guidance is "art." Effective staff functioning requires early and continual command involvement. Efficient staff functioning requires the presentation of pertinent information when appropriate.

   (2) <u>MSC/MSE Execution</u>. MSCs/MSEs plan, coordinate and execute the majority of the I MEF tasks, not the I MEF CE. Accordingly, only the Commander will say "no" to an MSC/MSE request; the command will be notified prior to a staff section providing a negative response to a subordinate command.

  e. <u>Mission Order Tasking</u>. Trust tactics work in both combat and in garrison. Mission Order Tasks express explicitly "who," "what," "where," "when," and "why," with particular emphasis on purpose (why); the "how" of the execution is delegated to the subordinate commander to develop. Mission order tasking relies on decentralized execution by subordinate commands. Orders and plans are brief and simple, relying on implicit communication and trust between commanders and staffs.

  f. <u>Subordinate Command Responsibility</u>. Subordinate commanders decide how to best achieve their missions within delegated freedom of action and exercise initiative during execution while retaining the responsibility to fulfill the commander's intent.

  g. <u>Criticality of Time</u>. Effective and efficient staff actions provide the MSCs/MSEs with adequate time to plan, coordinate and execute tasks. Allocate one third (1/3) of time available for MEF CE action and two thirds (2/3) for subordinate planning, coordination and execution. Orders will be mission type with emphasis on task organization, mission end state, commander's intent, and the parameters for execution.

  h. <u>Feasibility Of Support (FOS) Request</u>. A I MEF FOS request will always be treated and presented to our MSCs/MSEs as a FOS. If the HHQ's intent is to direct tasking, regardless of I MEF response, this intent will be clearly articulated to our MSCs/MSEs. All FOS requests must be carefully considered by our MSCs/MSEs and every FOS response will include detailed analysis and appropriate conclusion approved by the commander.

  i. <u>Higher Headquarters (HHQ) Interaction</u>. All HHQ tasks and requests will receive priority consideration. Responses will be provided within designated suspense; as practical, I MEF will request a minimum of 5 working days to conduct analyses and respond. Negative responses to HHQ tasks and requests will be provided to the command for approval prior to submission.

j. I MEF CE Priority of Effort. Priority for I MEF CE during the near-term time horizon is Title 10; man, train, and equip. However, I MEF must develop and maintain a relevant crisis response capability. Daily staff functioning will always consider the balance of force provision and crisis response.

3. End State

a. Staff functions and processes clearly defined and ingrained across the staff.

b. Commander's Intent developed and understood for all staff functions.

c. Commander's Decision Points identified and information presented for timely decision and guidance.

d. Staff actions undertaken to support MSC execution.

e. Staff actions generate integrated, practical solutions.

Chapter 2 - Staff Organization and Functions

Section 1 – General Staff

1. <u>Command Element</u>

    a. <u>Command Group</u>

        (1) <u>Commanding General</u>

            (a) <u>Scope</u>. The CG commands all I MEF assigned forces and prepares to assume operational control of additional forces as directed.

            (b) <u>Functions</u>

                <u>1</u>. Ensures I MEF combat readiness in support of (ISO) I MEF Core Competencies.

                <u>2</u>. Prepares and executes contingency plans (CONPLANS) when directed.

                <u>3</u>. Man, train, equip, and when directed, provides combat ready Marine forces and force packages IAW I MEF Core Competencies, service, and combatant commander initiatives.

        (2) <u>Deputy Commanding General</u>

            (a) <u>Scope</u>. The DCG is directly responsible to the CG.

            (b) <u>Functions</u>

                <u>1</u>. Conducts the day-to-day functioning of I MEF as directed by the CG.

                <u>2</u>. Succeeds to command during such periods when the CG is away from the I MEF CE.

                <u>3</u>. Upon 1st Marine Expeditionary Brigade (MEB) activation, serve as the CG, 1st MEB.

        (3) <u>Force Sergeant Major</u>

            (a) <u>Scope</u>. The Force SgtMaj is directly responsible to the CG.

(b) <u>Functions</u>

    <u>1</u>. Acts as the principal enlisted advisor to the CG on all matters pertaining to enlisted personnel.

    <u>2</u>. Acts as a member of the CG's party on visits and readiness evaluations/inspection trips when enlisted personnel are involved.

    <u>3</u>. Assists the CG in the conduct of request mast for enlisted personnel.

    <u>4</u>. Coordinates and consults with the CMDMC for all matters involving Navy enlisted personnel.

    <u>5</u>. Participates in ceremonies, briefings, conferences, and other functions as designated by the CG.

    <u>6</u>. Serves as the senior enlisted member for the I MEF meritorious SNCO and NCO boards.

(4) <u>Command Master Chief</u>

    (a) <u>Scope</u>. The CMDMC is directly responsible to the CG.

    (b) <u>Functions</u>

    <u>1</u>. Advises the CG, staff, and unit commanders regarding Navy policy for Navy enlisted matters.

    <u>2</u>. Advises the CG, I MHG Commanding Officer, Force Surgeon, Force Chaplain, and Force Dental Officer on all matters pertaining to the morale, welfare, utilization, and training of Navy enlisted members.

    <u>3</u>. Accompanies the CG and the I MEF Surgeon on staff visits and official functions as appropriate.

    <u>4</u>. Interfaces with the AC/S G-1 on Navy personnel and administrative matters relative to the functioning of the Navy Personnel Services Detachment.

    <u>5</u>. Serves as senior enlisted member for the I MEF Meritorious Junior and Senior Sailor of the Year Boards.

(5) <u>Chief of Staff</u>

(a) <u>Scope</u>. The C/S is directly responsible to the CG and DCG for the coordination of activities of the Staff.

(b) <u>I MEF Command Section Organization</u>. The I MEF Command Section consists of the SSEC, Information Management Officer (IMO), Protocol Officer, and Security Manager, as depicted in Figure 2-1.

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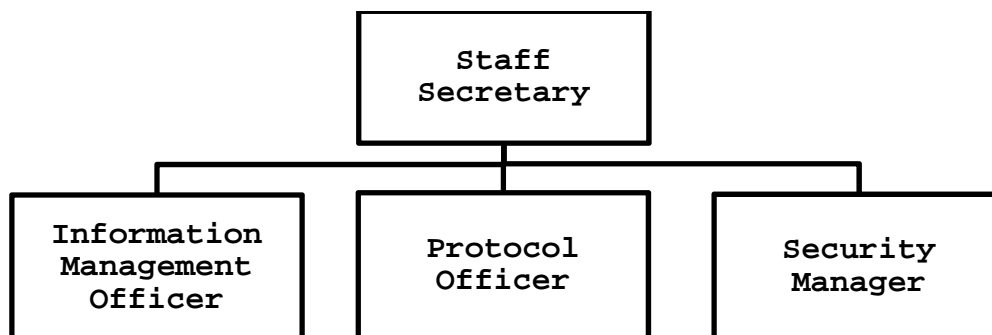
Figure 2-1: Command Section Organizational Chart

(c) <u>Functions</u>

<u>1</u>. Informs the CG and DCG about current and developing situations.

<u>2</u>. Reviews and submits staff products for CG approval.

<u>3</u>. Receives decisions from the CG, assigns and allocates the detailed work of preparing plans, orders, and instructions to implement those decisions.

<u>4</u>. Coordinates the promulgation of approved plans, orders, directives, and instructions to elements within the command.

<u>5</u>. Issues staff instructions for implementation of the CG's decision and guidance.

<u>6</u>. Reviews and submits reports for CG approval and directs distribution.

<u>7</u>. Observes and assesses execution of the CG's plans, orders, and instructions and recommends supplemental or corrective action as necessary.

<u>8</u>. Confirms MSCs are aware of requirements thereby ensuring the CG receives timely, accurate, and complete information.

<u>9</u>. Ensures close and continuous coordination with higher, adjacent, subordinate, and supported units.

<u>10</u>. Approves office calls for the CG and the DCG and, as appropriate, receives visitors.

<u>11</u>. Represents the CG and DCG when directed.

<u>12</u>. Directs the I MEF Staff Battle Rhythm.

b. <u>Command Section</u>

(1) <u>Staff Secretary</u>

(a) <u>Scope</u>. The SSEC is the principal staff assistant to the C/S for matters pertaining to staff functioning of the command.

(b) <u>Functions</u>

<u>1</u>. Coordinates the actions of the Command Section to include the CG's, SgtMaj's and CMDMC's personal staffs.

<u>2</u>. Directs and supervises the administrative functioning of the offices of the CG, DCG, and the C/S.

<u>3</u>. Reviews all correspondence for the CG, DCG, and C/S. Ensures these documents are properly assembled, staffed, and processed by all interested staff sections.

<u>4</u>. Manages the I MEF Task Tracker.

<u>5</u>. When directed by the C/S, assigns actions and suspense dates to staff principals.

<u>6</u>. Assists the C/S in maintaining the I MEF Staff Battle Rhythm.

<u>7</u>. Coordinates the CG's and the C/S's staff meetings.

<u>8</u>. Maintains C/S's daily schedule, to include coordinating and scheduling office calls with the C/S.

<u>9</u>. Supervises the SSEC Marines, Military Secretary, Protocol Officer, IMO, and Security Manager in the performance of duties.

(2) <u>Protocol</u>

(a) <u>Scope</u>. The Protocol Officer is directly responsible to the CG for all matters pertaining to protocol.

(b) <u>Functions</u>

<u>1</u>. Plans and develops itineraries for review to by the CG, DCG, and C/S for all Very Important Person (VIP) and command visits. VIPs include: all Federal, State, and local officials; U.S. General/Flag Officers; and foreign military and civilian dignitaries. Foreign visitors participating in an exercise are handled by the exercise project officer.

<u>2</u>. Coordinates all support requirements with G-3, Current Operations (COPS). The Distinguished Visitors Working Group (DVWG) will be used when applicable to develop itineraries.

<u>3</u>. Coordinates with Marine Corps Installations West (MCI WEST) or the Marine Corps Base Camp Pendleton Operations and Training, Section to obtain operational and training support for VIP visits and develop itineraries.

<u>4</u>. Coordinates General Officer requirements, when applicable, through MSCs, MCI WEST and Marine Corps Recruit Depot (MCRD) San Diego.

<u>5</u>. Coordinates with the Foreign Disclosure Office in Washington D.C. for visits by foreign VIPs when visit requests originate from a foreign embassy or other channels outside the Department of Defense (DoD).

(3) <u>Information Management Officer</u>

(a) <u>Scope</u>. The IMO is directly responsible to the CG for all matters pertaining to IM.

(b) <u>Information Management Office Organization</u>. The IM Office consists of the IMO, Deputy IMO, SharePoint Developers, Public Web, Command Post Systems Analyst (CPSA) Field Service Representative (FSR), Blue Force Tracker (BFT) FSR, Global Combat Support System Marine Corps (GCSS-MC) FSR, Rapid Response Integration (R2I) Developers and the Tactical Collaborative Work Suite (TCWS) FSR as depicted in Figure 2-2.

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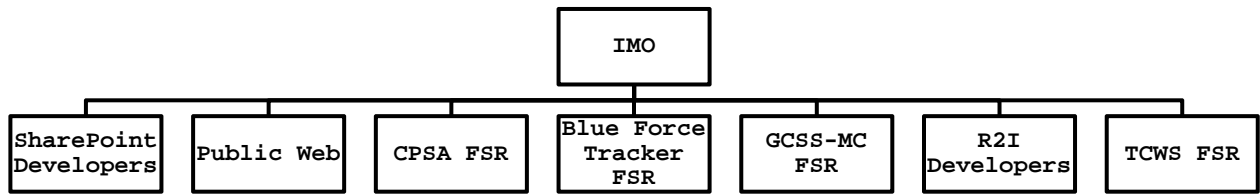
Figure 2-2: IMO Organizational Chart

(c) <u>Functions</u>

<u>1</u>. Develops and publishes the command IM Plan.

<u>2</u>. Develops implements and test processes and procedures for notifying the Command Group when a Commander's Critical Information Requirement (CCIR) event occurs.

<u>3</u>. Synchronizes and documents the Daily Battle Rhythm Matrix (DBRM).

<u>4</u>. Coordinates additional staff training to support the production of quality information through effective IM procedures.

<u>5</u>. Collects information requirements from the I MEF CE; analyzes available C2 resources and capabilities; defines and generates the Common Operational Picture (COP).

<u>6</u>. Develops effective and efficient business rules to provide the I MEF CE with qualified, authoritative, and relevant information to facilitate decision-making.

<u>7</u>. Monitors and synchronizes the internal and external flow of information by each staff section in the garrison environment and by each commodity area in a tactical environment.

<u>8</u>. Coordinates with the G-6 to identify network and infrastructure support required to meet command level information requirements. Collaborates with G-6 to troubleshoot and direct; higher, adjacent and subordinate efforts.

<u>9</u>. Develops and maintains an effective process to manage, assign, and control applications permissions.

<u>10</u>. Certifies, validates, and publishes I MEF hardware/software versions, ports and protocols. Monitors system applications and software versions to ensure consistency across garrison and tactical environments.

11. Drafts and publishes technical directives
for supporting systems, and application configuration
changes/modifications for employment of C2 systems that support
staff and mission information requirements.

                    12. Hosts and facilitates I MEF CE and MSC/MSE
IM Working Groups.

                    13. Maintains operational and tactical control
of contractors and FSRs supporting C2 systems. Monitors the
status of contracts and funding to ensure fiscal support is
aligned with capability requirements.

                    14. Establishes command portals, as required by
classification, to support collaboration. Develops business
rules and procedures to maintain the quality and relevancy of
information.

            (4) Security Manager

            (a) Scope. The Security Manager is directly
responsible to the CG for matters pertaining to information and
personnel security matters.

            (b) Functions

                    1. Develops and manages the Command Information
and Personnel Security Program.

                    2. Formulates and coordinates the command's
annual security awareness and education program. Schedules
mobile security training teams to Camp Pendleton in conjunction
with (ICW) the base Security Manager.

                    3. Develops the command's Visitor Control
Program to strictly control access to classified information IAW
statues, regulations, and directives. Manages the submission of
visit certifications to other commands, agencies and
organizations.

                    4. Ensures all personnel who possess access to
classified material or who wish to submit clearance packages
have the appropriate need to know and qualifications.

                    5. Ensures all personnel who leave the command
due to retirement, separation, or relief for cause have
completed a security termination statement.

6. Retains records of all command security
position appointment letters.

                    7. Ensures all personnel execute a Non-
disclosure Agreement (SF-312) prior to granting access and
forwards all originals to Headquarters Marine Corps (HQMC).

                    8. Performs and documents annual site assist
visits of MSCs/MSEs.

                    9. Ensures immediate and appropriate action is
taken in response to security violations committed within the
command when reported.

                    10. Coordinates with the Information Assurance
(IA) manager on common security concerns. Develops policies to
address and mitigate security vulnerabilities.

                    11. Develops and maintains the Command
Industrial Security Program.

                    12. Submits incident reports via Joint
Personnel Adjudication System (JPAS) to the Department of the
Navy Central Adjudication Facility (DONCAF) via JPAS IAW Chief
of Naval Operations (CNO) Instruction.

          (5) Senior Reserve Integration Officer. The Senior
Reserve Integration Officer is directly responsible to advise
the CG on all matters pertaining to reserve integration into the
Force. The Senior Reserve Integration Officer coordinates
across the staff to assist in development of I MEF policies that
affect reserve integration. An Active Reserve (AR) colonel is
the Senior Reserve Integration Officer in the MEF and will be
assigned appropriate duties based upon the officer's previous
background and experience.

          (6) Sexual Assault Response Coordinator (SARC). The
SARC advises the CG, DCG, C/S, SgtMaj, and CMDMC on SARC program
requirements and updates. The SARC ensures training and
appropriate appointment of qualified SARCs throughout I MEF.
This position is a collateral duty assigned by the C/S.

          (7) Center for Naval Analysis (CNA). The CNA
representative is responsible for providing operations analysis
on directed issues. The CNA representative also provides advice
and analytical support to the Commander and staff. The CNA
representative resides in the G-5 Section.

2. Assistant Chief of Staff, G-1

     a. Scope. The Assistant Chief of Staff, G-1 (AC/S G-1) is
directly responsible to the CG for matters pertaining to
personnel management, internal organization, casualty reporting,
manpower, and personnel policy (to include joint service
personnel assigned within I MEF and coalition force personnel
serving within I MEF).

     b. G-1 Organization. The G-1 Division consists of the
Adjutant; Reserve Liaison Officer (RLO); Operations, Plans and
Manpower; Civilian Management; Career Planner and Navy Personnel
Sections as depicted in Figure 2-3.

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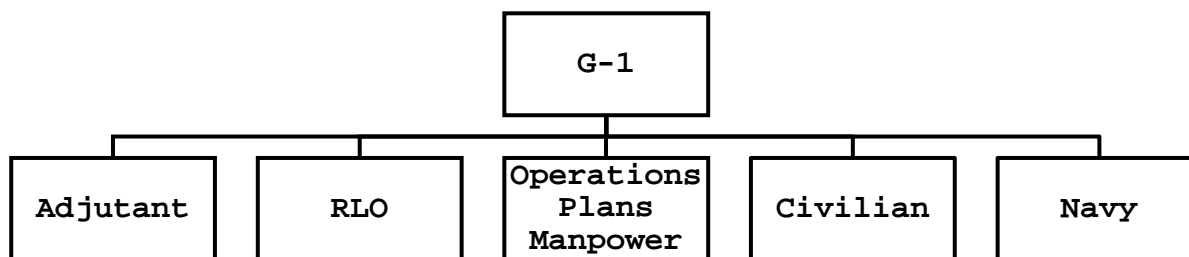
Figure 2-3: G-1 Organizational Chart

     c. Functions

          (1) Adjutant. The Adjutant is responsible for general
correspondence routing and processing, central files and
directives, awards and fitness report processing policy.
Significant Adjutant functions include:

               (a) Processes and routes all incoming correspondence
to appropriate General Staff or Special Staff.

               (b) Serves as the primary control officer for all
unclassified material addressed to the CG, I MEF.

               (c) Reviews all I MEF orders, directives, bulletins
and related correspondence and maintains an archive of all
signed documents. The Adjutant coordinates with the IMO to post
applicable documents for wider distribution.

               (d) Processes all award recommendations and forwards
them to the I MEF Awards Board members for their review and
recommendation. Following review and recommendation, the I MEF
Awards Board will forward their recommendations to the CG for
review or approval. All awards will be submitted using the
Marine Corps web-based portal (Improved Award Processing System

(iAPS). The Adjutant controls iAPS Unit Administrator permissions.

(2) Reserve Liaison Officer. The RLO manages the I MEF Individual Mobilization Augment (IMA) program. Significant Reserve Liaison functions include:

(a) Provides recommendations regarding utilization, mobilization and employment of the I MEF IMA program.

(b) Advertises IMA program billets, screens nominees and provides the nominees to staff sections for interview.

(c) Assigns IMA Marines to Billet Identification Codes in I MEF CE staff sections.

(d) Serves as the Operational Sponsor for all IMAs assigned to I MEF.

(e) Coordinates requests for Reserve orders and is the administrative link between CG, I MEF and its MSCs, Marine Forces Reserve (MARFORRES), and HQMC Reserve Affairs (RA).

(f) Develops the annual Reserve duty plan in coordination with the billet sponsors and supervises execution. This plan includes scheduling drills, Annual Training periods, Reserve Counterpart Training periods, and Active Duty Operational Support (ADOS) requirements.

(3) Operations, Plans, and Manpower. The Operations, Plans, and Manpower Section plans and executes personnel management ISO I MEF operations in both garrison and deployed environments. Significant Operations, Plans, and Manpower Section functions include:

(a) Coordinates all administrative requirements for exercises and operations with the I MEF G-3.

(b) Provides recommended sourcing solutions to the G-3 for capability requirements that cannot be sourced from one unit.

(c) Coordinates with MSCs and other staff sections to determine the best sourcing for individual augment (IA) requirements prior to tasking. Tasks MSCs, as appropriate, and tracks nominees for IA requirements.

(d) Assigns all I MEF CE personnel per C/S direction.

(e) Coordinates staffing action for all MSCs/MSEs and internal I MEF CE Table of Organization Change Requests.

(f) Coordinates with staff sections for assignment of sponsors to assist personnel who are inbound to the I MEF CE.

(g) Serves as the I MEF Organizational Defense Travel Administrator (ODTA), providing the AC/S G-8 with support to ensure that MSC ODTAs are trained, have the necessary tools and are performing the appropriate administrative functions and responsibilities within the travel process.

(h) Leads the Manpower Working Group (MWG).

(4) Civilian Human Resources. The Civilian Human Resources Section oversees and coordinates Civilian Personnel Matters. This section also establishes guidelines for Civilian Personnel matters (i.e., civilian structure, Letters of Allowance, and Civilian Personnel Management). Significant Civilian Human Resource functions include coordinating with respective staff sections and appropriate Human Resources Offices to perform requests for personnel actions, coordinating required training specific to supervising civilian employees, providing administrative support to contractor personnel to comply with access and accountability requirements, coordinating the Civilian Resource Working Group (CRWG), and acting as recorder during CRWG meetings.

(5) Career Planner. The I MEF Career Planner serves as the principal advisor on all matters concerning career planning. Significant Career Planner functions include: coordinating all HQMC career related visits (i.e., all Manpower Management Enlisted Assignments (MMEA), Marine Security Guard Battalion, and HQMC Recruiter Screening Team visits), and monitoring and providing the MSCs/MSEs with First Term Alignment Plan and Second Term Alignment Plan mission numbers.

(6) Navy Administration. The Navy Administration Section performs Navy manpower planning and execution ISO I MEF Navy requirements. Significant Naval Administration functions include preparing Health Service Augmentation Program (HSAP) requests, and facilitating Navy personnel administration support on behalf of Sailors and officers assigned to I MEF CE and I MHG.

3. <u>Assistant Chief of Staff, G-2</u>

a. <u>Scope</u>. The Assistant Chief of Staff, G-2 (AC/S G-2) is directly responsible to the CG for matters pertaining to intelligence and is the coordinator of the I MEF intelligence enterprise. Additionally, the AC/S G-2 is responsible for all MAGTF intelligence and counterintelligence (CI) activities including Signals Intelligence (SIGINT), Human Intelligence (HUMINT), and Geospatial Intelligence (GEOINT). Finally, the AC/S G-2 is responsible for planning, directing, managing and supervising the tasking and operations of Intelligence and SIGINT units organic to and supporting the MAGTF. The AC/S G-2 exercises staff cognizance and intelligence tasking authority over special staff officers and their intelligence units (i.e., Radio Bn and Intelligence Bn).

b. <u>G-2 Organization</u>. The G-2 Division consists of the Operations, Plans and Special Security Office (SSO) Sections as depicted in Figure 2-4.
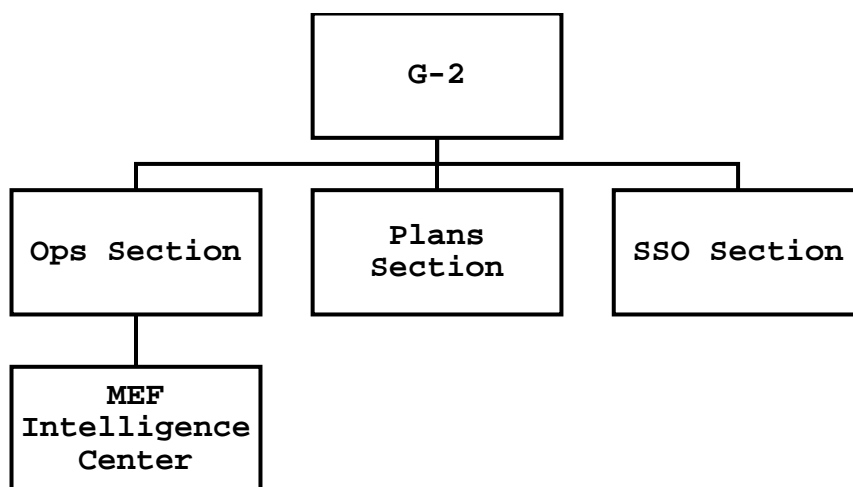
Figure 2-4: G-2 Organizational Chart

c. <u>Functions</u>. The MEF G-2 provides centralized direction for the collection, production, and dissemination efforts of organic and supporting intelligence assets. In addition, it ensures these efforts remain focused on satisfying I MEF's Priority Intelligence Requirements (PIR) and Counterintelligence Protection Priorities (CIPP). These efforts are essential to support the CG's decision making process for planning and execution of contingency operations.

(1) <u>Operations and Plans Sections</u>. The G-2 Operations and Plans Sections have primary responsibility for providing intelligence support for current and future operations.

(a) Coordinate and provide intelligence support to the G-3/G-5 and staff during current operations and planning.

(b) Represent the G-2 during operational planning teams (OPTs).

(c) Plan, direct and supervise the Red Cell.

(d) Maintain oversight of emerging requirements, staff, plan and validate intelligence shortfalls pertaining to manpower, equipment and training across the I MEF intelligence enterprise.

(2) MEF Intelligence Center(MIC). The MIC is the primary MEF intelligence node responsible for leveraging the MEF intelligence enterprise.

(a) Ensures the MEF's collective intelligence effort remains aligned with the CG's objectives and priorities through the development of PIRs and CIPPs as published in the MEF Intelligence Campaign Plan.

(b) Assists G-2 Plans by coordinating with HHQ Marine Forces (MARFORs) and Marine Corps Intelligence Activity (MCIA) to identify and validate intelligence requirements associated with Operations Plan (OPLAN), CONPLAN, and Top Secret (TS) Clearance responsibilities.

(c) Publishes a weekly report providing regionally-focused estimative assessments, conducts temporal analyses, coordinates intelligence preparation of the battle space (IPB) support, and manages standing collection and production requirements, and intelligence training and readiness evaluations. Archives and manages databases for all I MEF intelligence products, support requests, and requests for information.

(d) Counterintelligence/Human Intelligence. The Counterintelligence/Human Intelligence (CI/HUMINT) Branch serves as the CI component of the I MEF MIC and provides HUMINT support as required by the Marine Intelligence Campaign Plan (MICP). It directly supports I MEF force protection efforts by assisting the CG in denying intelligence to the enemy, and planning appropriate security measures. Significant CI/HUMINT Branch functions include developing CIPPs and Counterintelligence Collection Requirements (CICRs), planning and directing the execution of all CI functions to deter, detect, deny, neutralize, and exploit CI threats, and evaluating all related security reporting (i.e., Operational Security (G-3),

Communication and Information Systems (G-6) and Information and Personnel Security (G-1)) for potential CI nexus and follow-on action.

(3) <u>Special Security Office</u>. The SSO ensures proper protection, dissemination, and use of Sensitive Compartmented Information (SCI) documentation and material. This office enforces all SCI administrative, informational, personnel, physical, communications, and Automated Information Systems (AIS) security rules by developing security procedures and practices and maintaining the integrity of the SCI control program. These duties extend to include the physical and personnel security of the Special Technical Operations (STO) office. While the SSO supports security of the STO spaces, operational control is exercised by designated G-3 personnel.

4. <u>Assistant Chief of Staff, G-3</u>

a. <u>Scope</u>. The Assistant Chief of Staff, G-3 (AC/S G-3) is directly responsible to the CG for matters pertaining to operations. The AC/S G-3 is responsible for all aspects of Title 10/garrison force provision and force generation, capability generation, force readiness and MAGTF training. Additionally, he directs the critical mechanisms to synchronize the CE and the Force; maintains OPT capabilities to rapidly analyze tasks and develop solutions for employment and deployment of the Force; provides a 24-hour, 7 days a week entry portal for I MEF; is responsible for crisis management and crisis response; and has principal tasking authority across the Force.

b. <u>G-3 Organization</u>. The G-3 Division executes responsibilities and functions through a COPS and Future Operations (FOPS) construct as depicted in Figure 2-5.
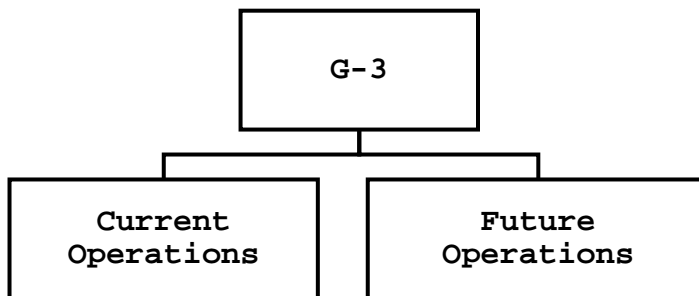
Figure 2-5: G-3 Organizational Chart

c. Functions

(1) Current Operations

(a) Scope. The COPS Section is principally focused on maintaining situational awareness of I MEF equities by coordinating and tracking execution of current missions. COPS is manned 24 hours a day and is staffed with representation and subject matter expertise in C2, Force Protection, Chemical, Biological, Radiological and Nuclear (CBRN) Defense, and when available, engineering and Explosive Ordnance Disposal (EOD). During a contingency, COPS will absorb Subject Matter Experts (SME) from I MEF staff sections to ensure appropriate representation across all warfighting functions.

(b) G-3 COPS Organization. The G-3 COPS Section consists of a Command Center and Watch Cell; EOD Cell; Antiterrorism/Force Protection (AT/FP) Cell; Engineering Cell; CBRN Cell; and a Readiness Cell as depicted in Figure 2-6.

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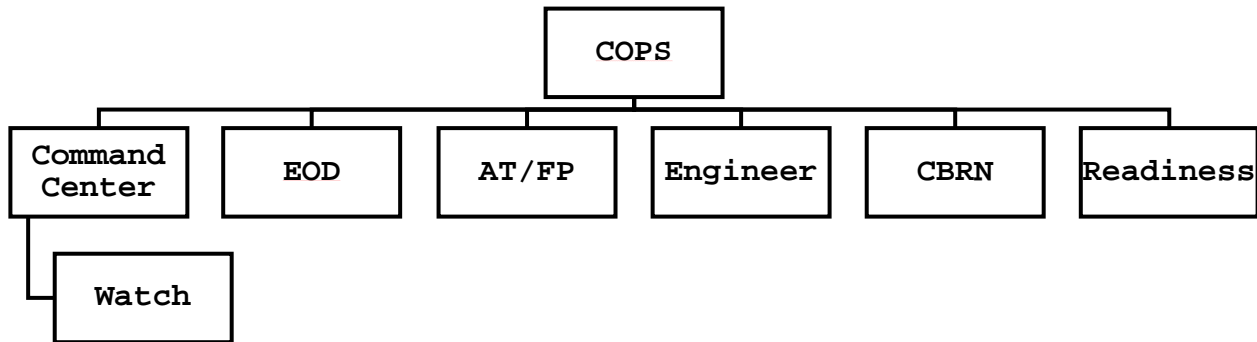
Figure 2-6: G-3 COPS Organizational Chart

(c) Functions. The COPS Section provides a 24/7 command center (MEF Operations Center (MOC)), a watch section, and an electronic entry portal to monitor and report I MEF operations, activities and actions.

1. Per CG intent, develops and maintains situational awareness, ready response packages and appropriate linkage and liaison to respond to domestic incidents ISO Defense Support of Civil Authorities (DSCA). Prepared to provide support to MCI WEST and U.S. Northern Command (USNORTHCOM) through Marine Forces Pacific (MARFORPAC) under established Memorandums of Understanding (MOU), Immediate Response Authority, and through DoD Mission Assignment Orders.

<u>2</u>. Manages developing crises and contingencies
and serves as the staff and command advocate for the execution
of crisis management measures and crisis resolution.

        <u>3</u>. ICW G-4 MAGTF Deployment Distribution
Operations Center (MDDOC) and G-5 FDP&E Section, monitors force
flow and serves as the command point of contact (POC) through
the Senior Watch Officer (SWO) for the status of deploying and
re-deploying I MEF forces.

        <u>4</u>. Establishes and maintains a Personnel
Recovery (PR) Program within I MEF that meets DoD, joint force
and combatant command PR requirements.

        <u>5</u>. Receives and tracks CCIRs and PCRs, and
reports relevant information to the CG and appropriate staff.

        <u>6</u>. Receives and routes Marine Corps Action
Tracking System (MCATS) tasks to appropriate I MEF staff
sections.

        <u>7</u>. Monitors the I MEF CG and G-3 Automated
Message Handling System (AMHS) accounts for incoming message
traffic to maintain situational awareness via the SWO. The SWO
is not responsible for releasing messages or taking action on
messages addressed to I MEF staff sections.

        <u>8</u>. Maintains the MEF CE and MSC/MSE Principal
POC listing.

        <u>9</u>. ICW Protocol, coordinates, tasks and
monitors the execution of high profile visits to I MEF.

        <u>10</u>. Monitors operations and training to ensure
they support I MEF equities.

        <u>11</u>. Coordinates and monitors implementation of
force protection measures.

        <u>12</u>. Develops and maintains the I MEF Tactical
Standard Operating Procedures (TACSOP) to execute and support
operational and wartime functions.

        <u>13</u>. Provides direction, oversight, and
coordination for MSC/MSE EOD activities and readiness.

        <u>14</u>. Provides Law and Order Integration with
focus on force protection measures, anti-terrorism planning and

Military Police Operations. Manages Improvised Detection Dogs (IDD) program for I MEF.

15. Coordinates the HQMC approved Antiterroism (AT) Level II Military Training Teams (MTT) for I MEF MSCs/MSEs and external agencies (e.g., MCI WEST, MARFORRES, United States Navy (USN), etc.).

16. Provides direction, oversight, and coordination, when necessary, for MSC engineering activities and readiness.

17. Provides direction, oversight, and coordination, when necessary, for MSC/MSE CBRN activities and readiness.

18. Provides guidance and training for MSCs/MSEs, when necessary, on proper readiness reporting procedures and the use of the Defense Readiness Reporting System - Marine Corps (DRRS-MC). Coordinates across the staff to compile the I MEF command readiness report ISO DRRS-MC.

19. Coordinates across the staff to compile the I MEF Command Chronology.

(2) Future Operations

(a) Scope. The FOPS Section focuses on planning and coordination of garrison and crisis response functions and responsibilities: principally force management and force generation, Pre-deployment Training Program (PTP), expeditionary operations (EXPO) (i.e., MEU and MEB), MAGTF Fires, Aviation, Theater Security Cooperation (TSC), and operational planning. FOPS maintains a comprehensive planning-to-execution staffing cycle. FOPS shapes and coordinates the compilation of a comprehensive two-year Training Exercise and Employment Plan (TEEP) to ensure that I MEF executes all operations, actions and activities (OAA) within the CG's priorities and focus areas. FOPS develops and monitors an annual I MEF Campaign Plan to guide the Force in the execution of its garrison and Title 10 responsibilities. FOPS works in close coordination with the G-5, providing the necessary linkage of vision to concept to execution. Finally, FOPS provides an OPT capability to resolve problems that require cross functional staff solutions as well as critical working groups to address recurring challenges.

(b) G-3 FOPS Organization. The G-3 FOPS Section consists of the following cells: Air Cell, EXPO Cell, Fires

Cell, OPT Cell, Sourcing Cell, Training Cell and TSC Cell as depicted in Figure 2-7.

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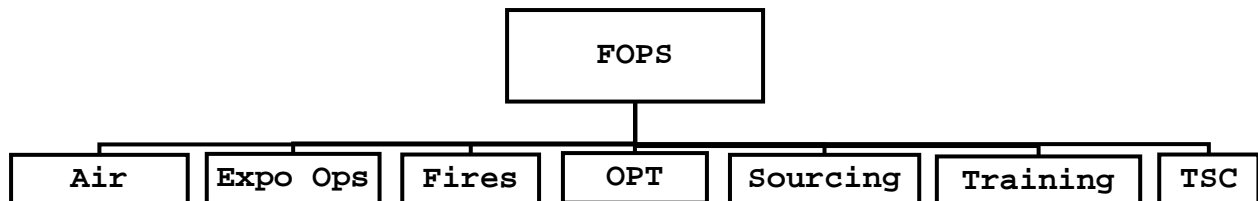
Figure 2-7: G-3 FOPS Organizational Chart

      (c) <u>Functions</u>

        <u>1</u>. Develops a FY Campaign Plan to guide the I MEF CE and MSCs in execution of assigned missions and tasks. Develops a Campaign Plan Quarterly Fragmentary Order (FRAGO) to update guidance and direct execution for the upcoming quarter.

        <u>2</u>. Directs and monitors execution of the FY Campaign Plan through the formal synchronization and assessment of I MEF Lines of Operation (LOO) during quarterly I MEF Summits.

        <u>3</u>. Directs operational synchronization of I MEF through synthesis and vetting of working group outputs, monthly coordination and prioritization meetings with MSC G-3s, shaping and execution of the I MEF Summit, focused participation in the Unites States Marine Corps (USM) Operations Summit; and preparation of CG, I MEF for participation in the USMC Executive Off-Site (EOS).

        <u>4</u>. Plans, coordinates and manages the I MEF Force Management Process ISO Global Force Management (GFM) and rotational force deployment for all I MEF man, equip, and train tasks. Provides weekly force management updates to the Command Group.

        <u>5</u>. Plans, coordinates, tasks and manages reserve integration for Intermediate Location (ILOC) and Return Intermediate Location (RILOC) units.

        <u>6</u>. Manages OEF Pre-deployment Training (PTP) development and execution for all I MEF commands and units per CG, I MEF PTP Guidance and the I MEF Force Management Process.

2-18

7. Develops and manages FOS requests for unit and capability sourcing.

8. Coordinates reserve unit sourcing through the Reserve Integration Support Team (RIST.)

9. Prepares and transmits Orders, FRAGOs and LOIs to direct MSC/MSE execution.

10. Maintains and conducts operational planning and problem solving through an OPT Cell ISO of Command Group, and G-3 tasking and direction.

11. Conducts crisis management planning, identifies forces and develops COAs for the resolution or mitigation of a crises. Maintains Crisis Action Planning SOP.

12. Develops, coordinates and maintains the I MEF TEEP for a rolling two year period.

13. Develops exercise opportunities and coordinates training plans for MAGTF CE and MSE ICW the G-7.

14. Plans, coordinates, and manages the attainment of core competencies for 1st MEB IAW I MEF FY TEEP, I MEF Annual Training Plan, 1st MEB Training Plan, and 1st MEB Initiating Directive.

15. ICW G-7 and service tasking, coordinates the integration and synthesis of experimentation, testing and evaluation, and service support initiatives.

16. Coordinates planning, training, staff exchanges, and information sharing with Third Fleet for all matters pertaining to "Blue-Green" integration and interoperability.

17. Serves as the staff and command advocate for all matters pertaining to EXPO to include amphibious operations, Maritime Preposition Force (MPF) operations, and MEU employment. Develops and maintains EXPO proficiency through exercises, staff development, and tactical training.

18. Plans, coordinates, directs and manages Southern California (SOCAL) MEU and 31st MEU composite, PTP and deployment actions. Develops and maintains the Commander, Third Fleet (COMTHIRDFLT) and CG, I MEF coordinated PTP /Fleet Readiness Training Program (FRTP) MOA, the MEU LOI, the SOCAL MEU SOP, and the 31st MEU Coordinated Training Plan.

19. Plans, coordinates and manages TSC activities ISO MARFOR engagement plans and tasks, and IAW I MEF and MSC training plans.

20. Coordinates and manages the I MEF Air Support FRAG process per the CG's priorities IOT provide air support for operations and training.

21. Coordinates command positions on all matters pertaining to MAGTF fires to include organization, C2 tactical systems selection and operational employment.

22. Plans, coordinates, and manages all elements of Information Operations (IO) to include OPSEC, deception, communication integration themes and messages, PSYOPS, electronic warfare, computer network operations, and combat camera operations ISO garrison preparation, crisis response and OPLAN execution.

23. Plans, coordinates, tasks and manages all I MEF community relations engagements and support.

24. Serves as staff advocate for Force Reconnaissance. Coordinates tasking, employment, and support per CG, I MEF and CG, 1st MARDIV MOU.

25. Serves as I MEF CE advocate for Civil Affairs (CA) and Civil Military Operations (CMO). Coordinates tasking, sourcing and resolution of CA issues.

26. Plans, coordinates and hosts the Force Management Working Group (FMWG), Training Working Group (TWG), and the Amphibious Advocacy Working Group (AAWG) and co-chairs the Communications Integration Working Group (CIWG) with the PAO.

27. Coordinates discussion and resolution of operationally focused issues with HHQ and the service through bi-monthly Secure Video Teleconferences (SVTC) with MARFORPAC and a weekly SVTC with Plans, Policy, and Operations (PP&O.)

5. Assistant Chief of Staff, G-4

a. Scope. The Assistant Chief of Staff, G-4 (AC/S G-4) is directly responsible to the CG for matters pertaining to the logistics/supply chain sourcing and distribution management, maintenance management, MPF operations and operational logistic support to the operating forces.

b. <u>G-4 Organization</u>. The G-4 Division consists of the Operations and Plans Branch, Sustainment Branch and the MDDOC as depicted in Figure 2-8.

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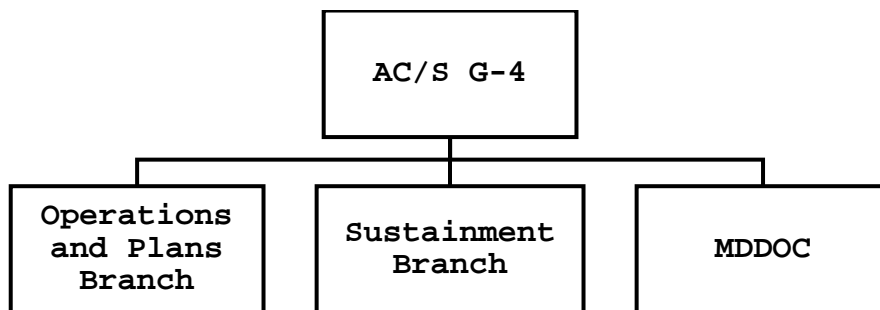
Figure 2-8: G-4 Organizational Chart

c. <u>Functions</u>

(1) <u>Operations/Plans Branch</u>

(a) <u>Scope</u>. The G-4 Operations/Plans Branch interfaces within the G-4 Branches as well as other staff sections, primarily G-1, G-2, G-3, G-5, G-6, and MSCs/MSEs.

(b) <u>Operations/Plan Branch Organization</u>. The G-4 Operations/Plans Branch consists of the Operations, Plans and Contracting Sections as depicted in Figure 2-9.

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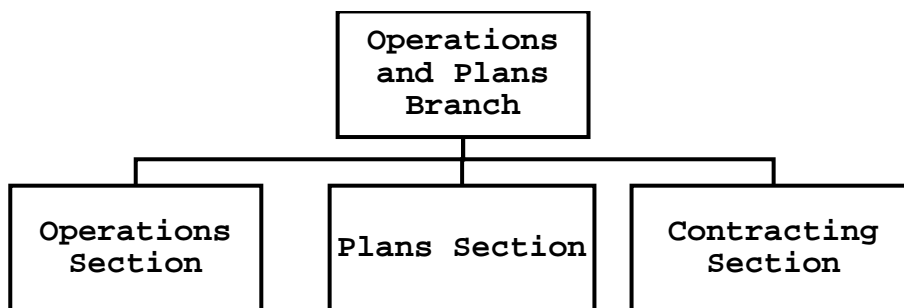
Figure 2-9: G-4 Operations/Plans Organizational Chart

(c) <u>Functions</u>

<u>1</u>. Develops plans, policies and procedures related to logistics and sustainment of I MEF.

<u>2</u>. Monitors the logistics posture of I MEF and its MSCs/MSEs and makes recommendations for allocation of materiel, supplies, services, and priorities of Combat Service Support (CSS).

<u>3</u>. Engages subordinate staffs IOT remain cognizant of logistics issues and challenges, and identifies MEF level logistics/resource shortfalls.

<u>4</u>. Conducts future operational level logistics planning across the spectrum of logistics functions. Develops logistics plans, produces staff estimates, conducts supportability analysis, monitors logistics execution, and provides asset prioritization and capability management.

<u>5</u>. ICW 1st MLG, coordinates the effective management of the I MEF War Reserve Material to include ensuring War Reserve Withdrawal Plans (Swing Stocks) are viable and registered at Marine Corps Logistics Base (MARCORLOGBASE), Albany, GA, and identified in the Time Phased Force Deployment Data (TPFDD) for movement ISO Contingency Operations.

<u>6</u>. Manages the professional development and PME courses ISO the logistics field.

<u>7</u>. Provides advice on contracting policies and procedures that impact the logistics planning and operations processes for I MEF operations and exercises.

<u>8</u>. Coordinates with the G-3 for equipment distribution/redistribution and Equipment Density List (EDL) validations.

<u>9</u>. Ensures forward deployed forces are supported by theater logistics and sustainment units as established by the combatant or joint force commander.

(2) <u>Sustainment Branch</u>

(a) <u>Scope</u>. The Sustainment Branch consists of a multi-commodity base of SMEs in motor transportation, engineering equipment, food service, ground ordnance maintenance, ground and aviation ammunition, fuels management, and expeditionary airfield operations. The Sustainment Branch coordinates supply and maintenance management related issues ICW appropriate functional area staffs within I MEF.

(b) <u>Sustainment Branch Organization</u>. The G-4 Sustainment Branch consists of the Maintenance Management, Ordnance, Supply, Ammunition, Food Service and Motor Transportation Sections as depicted in Figure 2-10.

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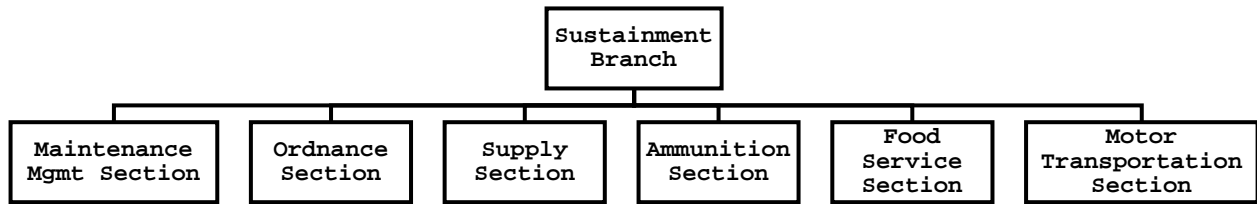
Figure 2-10: G-4 Sustainment Organizational Chart

(c) <u>Functions</u>

<u>1</u>. Monitors accountability of ground and aviation ground equipment and supplies, coordinates for common item support, reacts to emergent needs from I MEF Forces, and plans for operational supply and sustainment support.

<u>2</u>. Monitors equipment maintenance and ensures theater common-item maintenance support is linked to MAGTF maintenance operations.

<u>3</u>. Manages the procurement, storage, and distribution of the ten classes of supply.

<u>4</u>. Coordinates with internal and external agencies for fielding, sustainment and enhancement programs providing technical oversight to the MSCs/MSEs.

<u>5</u>. Coordinates the overall schedule for the Field Supply and Maintenance Office (FSMAO) and publishes a quarterly CG's brief to highlight FSMAO results.

<u>6</u>. Plans and conducts detailed maintenance inspections under the CGIP to ensure the effectiveness of the organization's maintenance efforts.

<u>7</u>. Supervises and coordinates maintenance related programs (i.e Combat Ready Storage Program (CRSP), Corrosion Repair Facility (CRF) program, Enterprise Level Maintenance Program (ELMP), etc.) for the MEF.

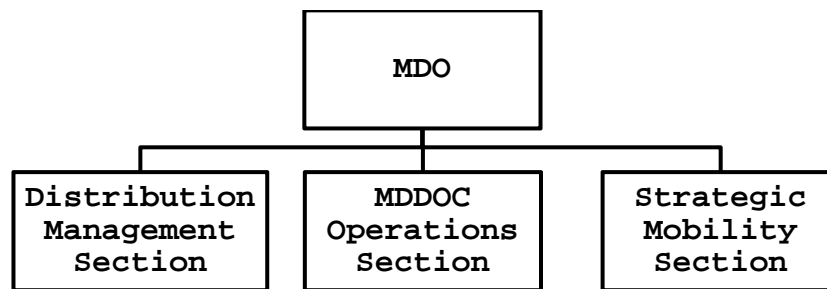<u>8</u>. Determines and coordinates ashore and afloat prepositioned equipment and equipment sustainment requirements.

(3) <u>MAGTF Deployment Distribution Operations Center</u>

(a) <u>Scope</u>. The MDDOC conducts integrated planning, provides direction, and coordinates and monitors transportation requirements and resources as they relate to management of the MAGTF's deployment and distribution process.

(b) <u>MDDOC Organization</u>. The G-4 MDDOC consists of the Distribution Management, Operations and Strategic Mobility Sections as depicted in Figure 2-11.

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 │    Section     │ │   Section    │ │   Section    │
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Figure 2-11: G-4 MDDOC Organizational Chart

(c) <u>Functions</u>

<u>1</u>. Provides the capability to establish the Force lift or movement at the strategic level.

<u>2</u>. Manages/integrates deployment and distribution related operations activities in order to support daily garrison operations and COCOM force closure.

<u>3</u>. Capabilities include force deployment, movement, distribution, Marine forces and MAGTF sustainment, mobility, and strategic level distribution services associated with the movement and distribution of personnel, supplies and equipment.

6. <u>Assistant Chief of Staff, G-5</u>

a. <u>Scope</u>. The Assistant Chief of Staff, G-5 (AC/S G-5) is directly responsible to the CG for matters pertaining to strategy and policy, contingency and crisis response planning, Force Deployment Planning and Execution (FDP&E), and assessments.

b. <u>G-5 Organization</u>. The G-5 Division consists of the Plans, FDP&E, and Assessments Sections as depicted in Figure 2-12.

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   │    Plans     │ │    FDP&E     │ │  Assessment  │
   │   Section    │ │   Section    │ │   Section    │
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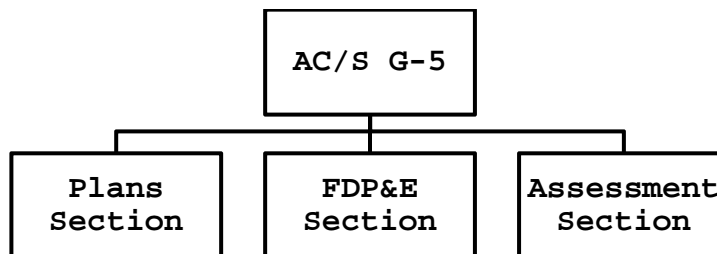
Figure 2-12: G-5 Organizational Chart

c. Functions

   (1) Plans Section

      (a) Develops, reviews, and monitors all MEF
operational plans (OPLANs) and concept plans (CONPLANs),
including TPFDD lists.

      (b) Maintains regional expertise ISO Pacific Command
(PACOM), Central Command (CENTCOM) and Southern Command
(SOUTHCOM) (i.e., western portion) planning.

      (c) Task organizes internal and assigned planners,
SMEs and subordinate planners to form OPTs ISO OPLANs and
CONPLANs or other long range planning efforts. Augments G-3
FOPS crisis management and contingency response planning.
Administers and executes the on-call OPT.

      (d) ICW G-2, manages all Focal Point (FP) program
coordination ISO MARFORs planning requirements.

      (e) Integrates STO capabilities into OPLAN/CONPLAN
development.

      (f) ICW G-3 FOPS, conducts TSC planning.

      (g) Coordinates the review of higher authority
directives and statements of policy, and joint/service/combined
doctrine affecting the I MEF deliberate planning including the
Joint Strategic Capabilities Plan (JSCP), the Forces For Unified
Commanders (Forces For), the Unified Command Plan (UCP), the
Marine Corps Service Campaign Plan and the Marine Corps
Planners' Manual.

      (h) Develops and refines joint and combined command
relationships to include the establishment of enduring and
habitual planning relationships.

      (i) Manages development and review of the I MEF
Capstone document.

   (2) FDP&E Section

      (a) Conducts FDP&E and Joint Operation Planning and
Execution System (JOPES) management for contingency planning,
training and operations.

(b) Conducts force mobility planning ISO CONPLANs/OPLANs. Provides process oversight and management of the deployment operations team (DOT) support, and provides force disposition visibility to G-3 COPS.

(c) Provides technical subject matter expertise to support G-3 FOPS contingency deployment planning efforts and the G-3 COPs tracking of force flow.

(d) Exercises primary staff cognizance over I MEF equities in Marine Corps planning and mobilization publications to include, but not limited to, the Mobilization, Activation, Integration, Deactivation (MAID) Plan and FDP&E Manual.

(3) <u>Assessments Section</u>. Provides subject matter expertise to assessment and red team activities within the I MEF CE. The I MEF CNA Analyst resides in the Assessment Section.

7. <u>Assistant Chief of Staff, G-6</u>

a. <u>Scope</u>. The Assistant Chief of Staff (AC/S G-6) is directly responsible to the CG for matters pertaining to operational communications support to I MEF forces including necessary liaison with external commands and other DOD agencies for communications coordination, support, equipment, and training. The G-6 Division provides integrated communications planning, coordination, control, and management for all communications and information systems within I MEF in order to maximize operational support, combat readiness, and sustainment.

b. <u>G-6 Organization</u>. The G-6 Division consists of the Information Assurance, MEF Communication Security Management Office (MCMO)/Electronic Key Management System (EKMS) and Communications Electronic Maintenance, and Operations Sections as depicted in Figure 2-13.

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  │Cyber        ││           ││           ││             │
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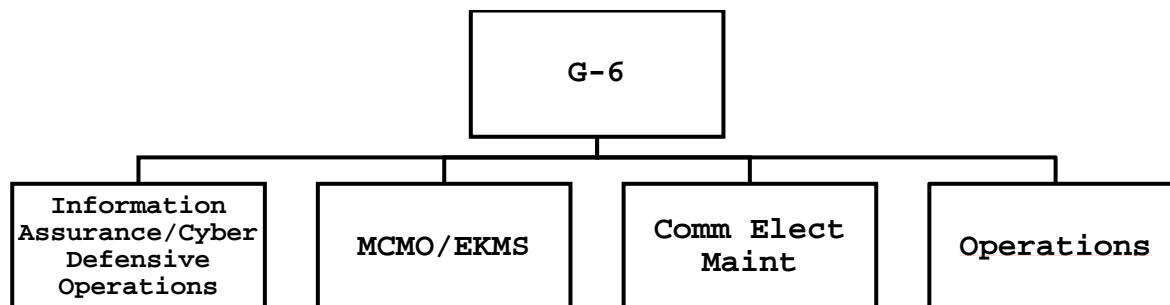
Figure 2-13: G-6 Organizational Chart

c. Functions

    (1) Information Assurance (IA)/Cyber Defensive
Operations. The IA Section is responsible for protecting and
defending information and information systems. This includes
providing for restoration of information systems by
incorporating protection, detection, and reaction capabilities.
Related critical IA protection, defensive, and restorative
measures are achieved through the development and implementation
of an overall IA security governance program which includes
information risk management, IA program management, incident
response management, certification and accreditation process
management, and IA vulnerability management.

    (2) MEF COMSEC Management Office (MCMO)/Electronic Key
Management System (EKMS). The MCMO validates I MEF COMSEC
holdings, providing guidance and oversight of subordinate EKMS
accounts, maintaining positive custody, control and
administration of COMSEC material in cache accounts, and
maintaining Marine Corps EKMS training centers. Additionally,
the MCMO serves as the ISIC for I MEF MSCs/MSEs.

    (3) Communications Electronic Maintenance. The
Communications Electronic Maintenance Section is responsible for
the commodity management, administration, allocation fielding,
supply chain management, materials management, maintenance
management, and overall readiness status of all communications
electronics equipment within I MEF.

    (4) Operations. The Operations Section is responsible
for the conduct of C4 planning, coordination, and execution ISO
I MEF and MSCs/MSEs for contingency operations and exercises.
Significant Operations Section functions include:

        (a) Information System Management Officer (ISMO).
The ISMO is responsible for providing information technology
(IT) services to and ISO the I MEF staff. The ISMO plans and
validates all I MEF and MSC/MSE Garrison Classified and
Unclassified Wide Area Network (WAN) and Local Area Network
(LAN) architectures and accreditation packages, MS Exchange and
Domain Name Server architectures, Transport Control Protocol and
Internet Protocol architectures, and Video Teleconference (VTC)
architectures. The ISMO provides technical assistance on all
data and networking issues to the AC/S G-6 and all MSCs/MSEs, as
required. Finally, the ISMO provides guidance on specific IT
infrastructure issues to subordinate elements within I MEF.

        1. Video Teleconference. The VTC Section is
responsible for the operation, administration, configuration

management, scheduling management, planning implementation, policy development and control, logistics and technical support, and life cycle management of I MEF VTC systems.

2. <u>Data Systems Helpdesk</u>. The Data Systems Helpdesk is responsible for administration, account management, implementation, operation, and helpdesk service support of I MEF data network services and devices.

3. <u>Garrison Data Support</u>. The Garrison Data Support Section is responsible for administration, operation, management, execution, and technical service support of the garrison data networks within I MEF.

(b) <u>Future Operations/Plans</u>. The Future Operations/Plans Section is responsible for the C4 planning, coordination, and Annex writing ISO I MEF OPT planning. This section provides planning, coordination, and system engineering and integration guidance ISO I MEF operations, contingencies, training, and exercises.

(c) <u>Amphibious Communications Support</u>. The Amphibious Communications Support Section is responsible for the coordination with USN, HHQ, coalition forces, and USMC landing forces regarding amphibious C4I requirements for embarked USMC forces. Additionally, it conducts planning and coordination with HHQ, adjacent, and subordinate units ISO future C4I requirements.

(d) <u>Satellite Transmission Systems</u>. The Satellite Transmission System Planning Section is responsible for the planning, engineering, and design of the wideband satellite communications links and multiplexing architecture including Ku, X, Ka, UHF, EHF bands, Time Domain Multiple Access (TDMA), and Frequency Domain Multiple Access (FDMA) required to support I MEF data and voice networks. The section coordinates with HHQ, Defense Information Systems Agency (DISA), and CENTCOM for access to Non-Secure Internet Protocol Router Network (NIPRNET), Secure Internet Protocol Router Network (SIPRNET), and Combined Enterprise Regional Information Exchange (CENTRIX) network and telephone services and it coordinates the purchase, fielding, and employment of commercial satellite systems and services to augment or replace Marine Corps tactical equipment.

(e) <u>Data Systems</u>. The Data Systems Section is responsible for planning and validating all I MEF and MSC/MSE Tactical NIPRNET/SIPRNET/CENTRIX WAN and LAN architectures and accreditation packages, MS Exchange and Domain Name Server architectures, Transport Control Protocol and Internet Protocol

architectures, and VTC architectures. The section provides
technical assistance on all data and networking issues to all
MSCs/MSEs, as required.

(f) Telephone Systems. The Telephone Systems
Section is responsible for planning and integrating I MEF
telephone and voice-over internet protocol (VOIP) telephone
networks. The section coordinates with strategic
telecommunications providers including CENTCOM, service
components, and DISA for voice circuit access and
interoperability.

(g) Spectrum/Frequency Management.   The
Spectrum/Frequency Management Section is responsible for
requesting, recording, de-conflicting, and authorizing the use
of frequencies or operation of electromagnetic spectrum-
dependent systems. Frequency management also includes
monitoring and interference resolution processes.

8. Assistant Chief of Staff, G-7

a. Scope. The Assistant Chief of Staff, G-7 (AC/S G-7)is
directly responsible to the CG for matters pertaining to pre-
deployment training in special skills and amphibious raid
training for deploying MEUs including the 31st MEU. As the CG's
SME for special operations, the G-7 coordinates with Special
Operations Forces to enhance training opportunities with I MEF
sourced MEUs.

b. G-7 Organization. The G-7 consists of the Advisor
Training Cell (ATC), the Special Operations Training Group
(SOTG) Operations, the Tactical Exercise Control Group (TECG),
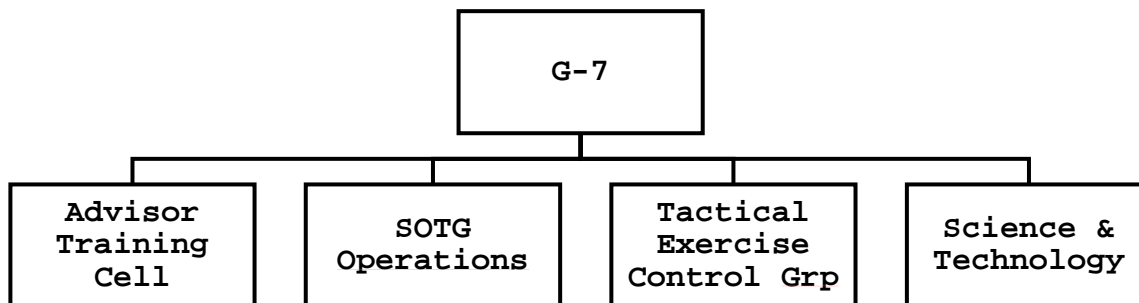and the Science and Technology (S&T) Section as depicted in
Figure 2-14.

Figure 2-14: G-7 Organizational Chart

c. Functions

        (1) Advisor Training Cell. The ATC provides the CG, I
MEF a training capability focused on providing Commanders the
highest trained Advisor Training Teams to assess, train, advise,
and assist Partner Nation Forces to develop their forces for
self-sustained operations. As the CG's SME for advising, ATC
trains globally-sourced personnel and designated battalion teams
for specified enhanced skills based on anticipated employment
(e.g., Border Patrol, Policing, Military Training, Female
Engagement Teams, etc.)

        (2) SOTG Operations. SOTG Operations provides the CG, I
MEF with individual training in select special skills and
conducts and evaluates collective training across the ROMO in
order to prepare MEUs and other designated forces to support the
COCOMs. SOTG Operations is prepared to address emerging MEF
training requirements as directed by the CG. It maintains a
cadre of qualified instructors capable of developing special
skills instruction. SOTG Operations includes: 1) the Special
Training Branch which conducts specialized shooting and
reconnaissance skills training for select members of a MEU for
employment as the Maritime Raid Force; 2) the Special Skills
Branch which conducts Assault Climber and Helicopter Rope
Suspension Training (HRST) Courses; and 3) the Amphibious Raids
Branch which conducts amphibious training for the Battalion
Landing Team (BLT) in addition to providing Tactical Recovery of
Aircraft and Personnel (TRAP), Humanitarian Assistance/Disaster
Relief (HA/DR), Non-Combatant Evacuation (NEO), and Non-Lethal
Weapons courses.

        (3) Tactical Exercise Control Group. The TECG provides
the CG, I MEF with the capability to plan, coordinate, and
execute Certification Exercises (CERTEX) for I MEF MEUs to
ensure their readiness to conduct required missions ISO COCOMs.
Additionally, TECG is organized to augment support to I MEF
exercises above the MEU level, as directed by the CG, by
providing safety and control architecture and general exercise
design/organization. The TECG coordinates with non-DOD
facilities and organizations to provide realistic and unfamiliar
training venues for the CERTEX and develops and supervises
personnel augmentation of several hundred personnel to support
MEU CERTEX. The TECG supports MEF exercises through white cell
augmentation and control of site survey/safety teams.

        (4) Science and Technology. The I MEF S&T Section
provides the CG, I MEF with support through enabling and
partnering with the Expeditionary Force Development System
(EFDS) and the DOD/Naval research enterprise (NRE) to provide

the best solutions and equipment to fulfill identified warfighter gaps. The S&T Section ensures Science, Technology, and Experimentation (ST&E) efforts support the Commander and that they are prioritized and articulated to Marine Corps Combat Development Command (MCCDC), the EFDS, the NRE, and the ST&E community at large. As the ST&E SME, the S&T members represent I MEF on the USMC Operational ST&E Operational Advisory Group (OAG) and other appropriate OAGs, working groups, and project teams. Additionally, assists in drafting, staffing, and tracking Universal Needs Statements, Urgent Universal Needs Statements, and Joint Urgent Operational Needs Statements.

9. <u>Assistant Chief of Staff, G-8</u>

   a. <u>Scope</u>. The Assistant Chief of Staff, G-8 (AC/S G-8) is directly responsible to the CG for matters pertaining to resource management, fiscal compliance and business reform initiatives. Additionally, the G-8 is responsible for:

      (1) Providing subordinate financial management personnel with fiscal leadership, financial management training, management oversight of account performance and Military Occupational Specialty (MOS) development opportunities.

      (2) Shaping financial management actions through close and continuous coordination with counterparts on higher, adjacent, and subordinate staffs.

      (3) Serving as I MEF Travel Program Manager.

         (a) Provides oversight for the overall I MEF travel program, including integration and coordination of functional areas of administration, comptroller and disbursing/finance. The I MEF travel program includes the Defense Travel System (DTS), and the Government Travel Charge Card (GTCC) Program.

         (b) Ensures a I MEF GTCC Agency Program Coordinator (APC) is established in writing. The I MEF GTCC APC provides oversight and verifies that MSC/MSE GTCC APCs are trained, have the necessary tools and are performing the appropriate functions and responsibilities in managing their MSC/MSE GTCC programs. This collateral duty is assigned to the I MEF G-8.

         (c) Ensures a I MEF ODTA is established in writing to provide oversight and verify that MSC/MSE ODTAs are trained, have the necessary tools and are performing the appropriate administrative functions and responsibilities within the travel process. Appointee must be a SNCO or above and possess sufficient maturity.

b. G-8 Organization. The G-8 Division consists of the
Budgeting, Accounting, and Resource, Evaluation & Analysis
(RE&A) Sections as depicted in Figure 2-15.

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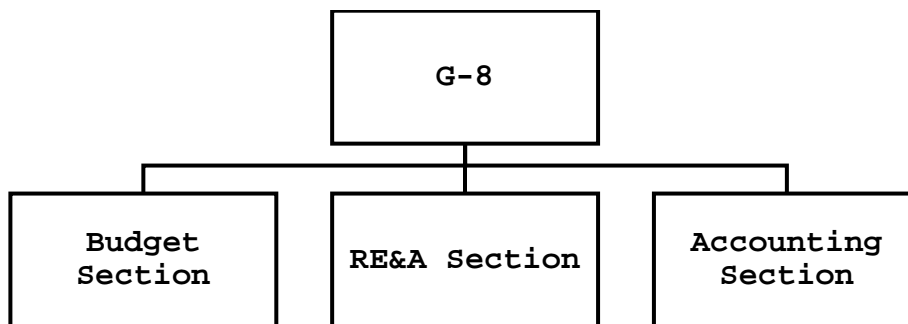
Figure 2-15: G-8 Organizational Chart

    c. Functions

        (1) Budget Section

            (a) Coordinates development of the I MEF annual
budget. Provides commanders with tools to identify and
prioritize requirements and deficiencies to HHQ. Analyzes
current and prior year fiscal data to ensure MSC budget requests
are consistent with budget execution.

            (b) Coordinates the development and validation of I
MEF Program Objective Memorandum (POM), Mid-Year Review (MYR)
and Current Year Deficiency (CYD) submissions.

            (c) ICW with G-3 FOPS, publishes the exercise fiscal
LOI establishing procedures for preparation of budgets,
identification of costs, and reimbursement of I MEF TEEP
exercise expenses.

            (d) Tracks execution of the I MEF Commander's annual
budget, and develops recommendations for the allocation of
resources to achieve command priorities.

        (2) Accounting Section

            (a) Maintains oversight of transactions posted in
the Standard Accounting Budget and Reporting System (SABRS) to
ensure the validity and accuracy of accounting data.

            (b) Conducts evaluations and analyses of fund
manager accounts for the purpose of promptly detecting and
correcting problems. Focus areas include proper use of funds,

transaction coding structure, obligation validations, and financial accounting processing times.

(c) Resolves unsatisfactory conditions arising from established financial procedures, practices, records and accounting system problems and deficiencies.

(d) Serves as I MEF Finance Defense Travel Administrator (FDTA) for the DTS.

<u>1</u>. The FDTA has fund control responsibility within DTS and is responsible for ensuring that all financial information remains current and accurate.

<u>2</u>. Provides oversight and verifies that MSC FDTAs are trained, have the necessary tools and are performing the appropriate functions and responsibilities within the travel process.

(3) <u>Resource Evaluation and Analysis (RE&A) Section</u>

(a) Provides timely insight into the efficiency of the command's performance of its missions and functions, and detects potential fraud, waste, abuse or mismanagement.

(b) Serves as the I MEF Marine Corps Managers' Internal Control Program (MCMICP) Coordinator. The MCMICP documents the existence of internal controls for processes and functions, assesses the adequacy and effectiveness of established internal controls, and documents the results of annual internal control efforts. I MEF CE staff sections are required to appoint in writing an Internal Control Coordinator (ICC) who is responsible for coordinating the MCMICP within their functional area.

(c) Performs reviews, evaluations, assessments, analyses, and economy/efficiency-related studies which are usually (but not necessarily) resource-related.

(d) ICW the CIG, coordinates external audits, surveys and studies. Also performs liaison, conducts coordination, prepares audit responses, and conducts follow-up (tracking and on-site verification) for all external audits.

(e) Serves as lead agent on all internal and external financial audits, surveys and studies.

Section 2 – Special Staff

1. Public Affairs (PA)

     a. Scope. The Director, Public Affairs Office (PAO) is
directly responsible to the CG for all matters regarding media
engagement, communication integration, community relations
messages, PA planning, and media products. The PA Director
advises the CG, DCG, staff and MSCs/MSEs on PA policy, provides
PA guidance, serves as the official command spokesperson and
oversees and directs communication integration throughout the
MEF, ensuring it is consistent with Commandant of the Marine
Corps (CMC) guidance.

     b. PAO Organization. The PAO consists of the Media, Plans,
Communications Integration and Production Sections as depicted
in Figure 2-16.

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│    Media     │  │    Plans    │  │    Comm     │  │ Production  │
│   Section    │  │   Section   │  │ Integration │  │   Section   │
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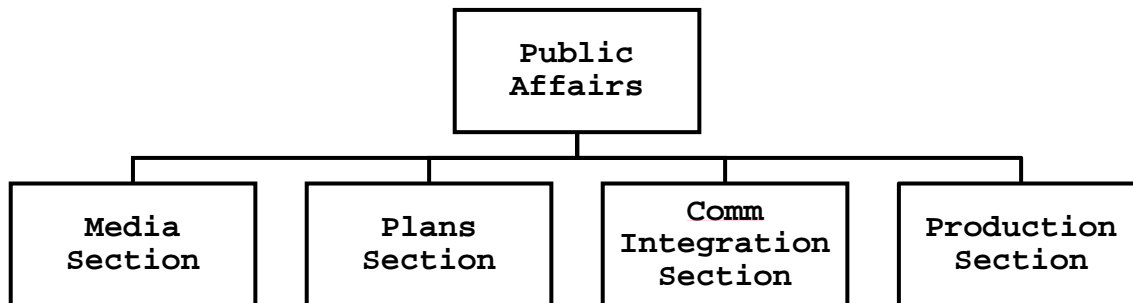
Figure 2-16: Public Affairs Organizational Chart

     c. Functions

     (1) Media Section. The media section is responsible for
all facets of media operations to include radio, television,
print, and social media. Significant Media Section functions
include responding to media queries, drafting media releases and
advisories, providing training on media engagement and HQMC or
DoD policy pertaining to discussion of larger defense
initiatives, coordinating and overseeing all media engagements,
developing PA guidance and appropriate talking points, handling
all crisis communication issues, and assessing and analyzing
media.

     (2) Plans Section. The Plans section is responsible for
coordinating and integrating PA into the operational planning
process. Significant Plans Section functions include
coordinating with the operations sections to generate the
appropriate Annex and PA plan for operational orders and
attending pertinent meetings and boards, bureaus, centers, cells

and working groups (B2C2WG) IOT develop PA plans and synchronize activities ISO the PA campaign plan.
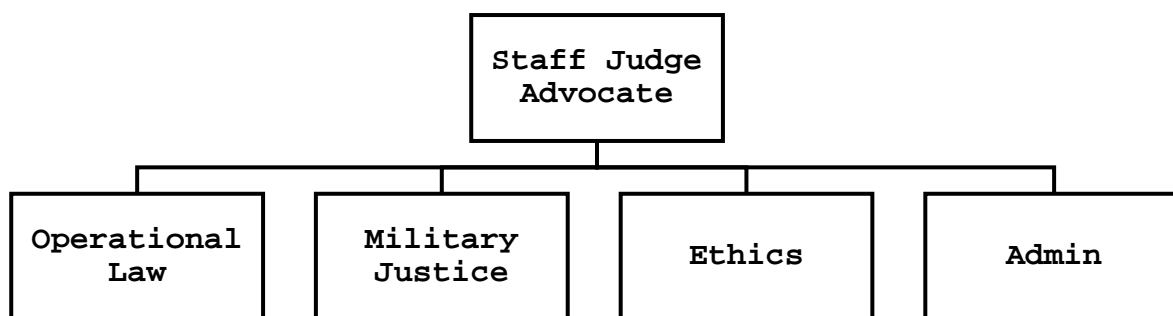
    (3) Communications Integration Section. The Communications Integration Section develops ways to exploit opportunities to communicate I MEF and Marine Corps messages to key audiences through all viable methods. Significant Communications Integration Section functions include co-chairing the monthly Communication Integration Working Group (CIWG), drafting the PA campaign plan via the CIWG, processing and staffing all community relations support requests, and assessing and analyzing the results of communication integration efforts.

    (4) Production Section. The Production Section acquires, processes, develops and markets photos, news stories, video and multimedia products for immediate distribution throughout the Marine Corps, DoD and commercial media outlets. Significant Production Section functions include acquiring raw digital imagery and video, compiling and editing news products for distribution IAW industry standards and DoD and Marine Corps news style guides, marketing news products to hometown, niche, regional and national media to create interest in reproduction or amplifying media opportunities, and creating and managing distribution platforms to circulate command news information to I MEF service members and families.

2. Staff Judge Advocate

    a. Scope. The Staff Judge Advocate (SJA) is directly responsible to the CG for all matters pertaining to the full range of legal and quasi-legal matters. The SJA supervises the processing and disposition of, and performs statutory functions (e.g., Article 34 advice and SJA Review) for all military justice matters and administrative separations including officer misconduct processing and managing the Officer Disciplinary Notebook. Additionally, the SJA reviews petitions under Article 138, Uniform Code of Military Justice (UCMJ), and provides a legal sufficiency review of Inspector General of the Marine Corps Hotline Complaints and Equal Opportunity Complaints.

    b. SJA Organization. The SJA Office consists of the Operational Law, Military Justice, Ethics and Administration Sections as depicted in Figure 2-17.

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                    │    Advocate     │
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│      Law      │ │   Justice   │ │ Ethics│ │     Admin      │
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Figure 2-17: SJA Organizational Chart

c. Functions

(1) Investigations. Coordinates, reviews, provides advice, and prepares CG endorsements on investigations to include death, line of duty misconduct, and escalation of force investigations.

(2) Ethics. Provides standards of conduct and ethics advice to CG and staff, and manages submission of annual ethics training and financial disclosure reporting.

(3) Rules of Engagement (ROE). Provides advice on the law of armed conflict and the development, formulation, and interpretation of ROE.

(4) Legal Review. Reviews plans, including CONPLANS and OPLANS, for legal implications and ensures compatibility with international law, U.S. statutes, and other directives. Also advises on the interplay of treaties, international agreements, status of forces agreements (SOFA), U.S. national policy, security assistance, and their effect on military plans and operations.

(5) Prisoners and Detainees. Provides advice and guidance on prisoner-of-war and detainee matters.

(6) International Legal Matters. Advises with respect to legal issues that surface during operations and exercises including but not limited to foreign claims, solatia, and criminal and civil jurisdiction issues.

(7) Civil Law Enforcement Support. Provides guidance in matters pertaining to military assistance to civil law enforcement, plus national and international drug interdiction efforts.

(8) Humanitarian Law. Provides guidance on humanitarian law and matters pertaining to military responsibility in asylum, refugee, and temporary refugee cases.

(9) Status of Forces. Coordinates with HQMC Judge Advocate Division and MARFORPAC in negotiations of SOFAs

(10) Liaison. Conducts liaison and coordination with the legal staffs of higher, adjacent and subordinate commands and organizations to include Department of State (DoS), DoD, Department of Justice (DoJ), Department of Education (DoE), diplomatic missions, and coalition nations, as appropriate.

(11) Oversight. Provides legal advice on intelligence oversight.

(12) Privacy Act. Advises on Freedom of Information Act (FOIA) and Privacy Act issues and serves as Alternate/Delegated Initial Denial Authority.

(13) Public Affairs. Advises on PA releases on legal issues or with legal implications.

(14) Contract Oversight. Advises staff and coordinates legal review for contract negotiation.

(15) Courts Martial. Coordinate with I MEF G-1 for identification and assignment of panel members for General Courts-Martial.

(16) Legal Assistance. Coordinate and augment legal services support with the Legal Services Support Section (LSSS), 1st MLG.

(17) Educational Programs

(a) ICW the SJA, MARFORPAC; the Officer in Charge (OIC), LSSS, 1st MLG; and the Regional Defense Counsel, develops continuing legal education for all judge advocates and legal services personnel within I MEF.

(b) Facilitates law of armed conflict training programs to include assistance in the development of individual and unit training.

3. Command Inspector General

a. Scope. The Command Inspector General (CIG) is directly responsible to the CG for all matters pertaining to the overall

direction and supervision of I MEF Readiness and Assistance, Safety, Command Inspection Programs, Fraud Waste and Abuse, and Equal Opportunity, Command Climate, and Combat Operational Stress Control (COSC)/Resiliency.

b. CIG Organization. The CIG's Office consists of Readiness and Assistance, Safety, Equal Opportunity, and the COSC/Resiliency Officer as depicted in Figure 2-18.
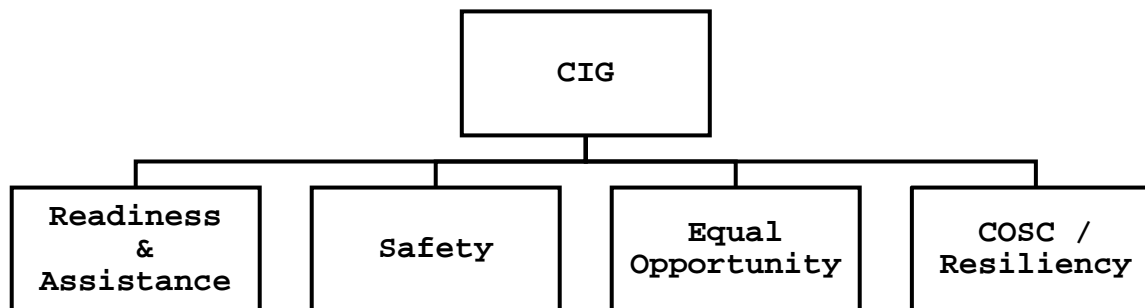
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│  Readiness   │ │              │ │    Equal     │ │    COSC /    │
│      &       │ │   Safety     │ │ Opportunity  │ │  Resiliency  │
│  Assistance  │ │              │ │              │ │              │
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Figure 2-18: CIG Organizational Chart

c. Functions

(1) Readiness and Assistance

(a) Commanding General's Inspection Program (CGIP). Conducts inspections to identify systemic issues and policies impacting unit operational readiness or mission accomplishment.

(b) Assist Visits. Conducts visits to selected commands to identify systemic issues and policies impacting unit operational readiness or mission accomplishment.

(c) Hotline complaints. Manages hotline complaints received by IG's office.

(d) Congressional Interest. Manages responses to Congressional Interest items (CONGRINT).

(e) Investigation Support. Provides support in the areas of non-criminal investigations to include fraud; gross waste or inefficiency of government resources; abuse and misuse of authority, power, or position; mismanagement; substantial and specific danger to public health or safety; procurement irregularities; reprisals; and other matters of interest to the CG.

(2) Safety. Manages the development of training for safety programs, safety surveys, program reviews, and major

mishap investigations in addition to ongoing analyses of mishap data to eliminate mishap recurrence. Significant Safety functions include coordinating and facilitating fielding of Tactical Safety Specialists for I MEF units during deployments and exercises, endorsing formal Safety Investigation Reports to HQMC, Safety Division and Naval Safety Center, and implementing policy and directing Marine Corps risk management, safety, and occupational health programs.

        (3) <u>Equal Employment Opportunity Program</u>. Directs the Command Equal Employment Opportunity Program for the CG.

        (4) <u>Combat Operational Stress Control and Resiliency</u>. Supervises and coordinates I MEF implementation of USMC directed resiliency programs, suicide prevention programs, and substance abuse programs.

4. <u>Dental</u>

    a. <u>Scope</u>. The Force Dental Officer is directly responsible to the CG for all matters pertaining to the overall direction and supervision of I MEF dental treatment, policies, training, dental related operational concepts and dental support.

    b. <u>Force Dental Organization</u>. The Force Dental Officer is assigned as a Special Staff Officer to the CG and is also the Commanding Officer of the 1st Dental Battalion (DENBN). There is no organizational office of the Force Dental Officer.

    c. <u>Functions</u>

        (1) Privileging Authority for all Dental Officers assigned to 1st DENBN/Naval Dental Center, Camp Pendleton (NDCCP) and all I MEF physicians, nurse anesthetists, nurse practitioners, clinical psychologists, physician assistants and podiatrists within I MEF, in garrison and deployed.

        (2) Supervises the Professional Affairs Coordinator/Credentials Specialist, a civilian employee who manages the 1st DENBN/NDCCP and I MEF medical and dental credentialing and privileging programs.

        (3) Supervises implementation of dental health care delivery programs to maximize Operational Dental Readiness and the Dental Health Index for I MEF and co-located shore activities.

        (4) Coordinates with 1st DENBN/NDCCP Operations and Training Department (S3/S4) and I MEF G-3 for personnel

augmentation to medical units ISO in-theater casualty replacements.

5. <u>Force Surgeon</u>

    a. <u>Scope</u>. The Force Surgeon is directly responsible to the CG for all matters pertaining to the provision and quality of healthcare for the force. The Force Surgeon governs all medically related policies and procedures and recommends employment of medically related operational concepts and systems. The Force Surgeon also provides oversight of Deployment Health, Immunizations, Health Service Support and Preventive Medicine.

    b. <u>Force Surgeon Organization</u>. The Force Surgeon's Office consists of the Force Surgeon, Health Service Support Element (HSSE) and the Preventive Medicine Section as depicted in Figure 2-19.
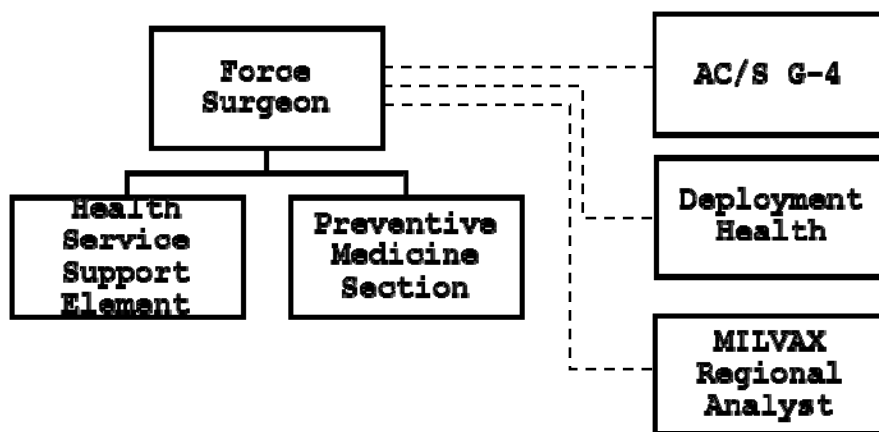
Figure 2-19: Force Surgeon Organizational Chart

    c. <u>Functions</u>. Exercises staff supervision and technical control over medical activities throughout I MEF via the MSC/MSE Surgeons on activities affecting the health of the force.

        (1) <u>Immunizations</u>. Works with the MILVAX Regional Analyst, who serves as the regional immunizations expert to the Force Surgeon, in all areas of implementation to include: vaccine demand and distribution, monitoring of compliance, monitoring of any adverse events, and all related marketing endeavors.

(2) <u>Deployment Health</u>. Works with the Deployment Health Representative and Navy Medicine to ensure effective implementation of the Deployment Health programs for active and reserve components by increasing access to services and providing outreach and education on post-deployment activities. Provides ongoing Deployment Health program support to the field commanders, increases Post Deployment Health Readiness Assessment (PDHRA) program compliance, compiles, analyzes, interprets and reports PDHRA program data for the force.

(3) <u>Medical Quality and Credentialing</u>. Works with the Privileging Authority to ensure proper compliance by all professional medical staff in meeting established Bureau of Medicine (BUMED) and HQMC requirements. Assigns Executive Committee of the Medical Staff (ECOMS) chair and works with this committee to ensure the highest quality of medical care is provided.

(4) <u>Health Services Augmentation</u>. ICW the AC/S G-1 and G-1 Navy Manpower, coordinates all Navy Personnel issues to include IA and Health Services Augmentation Program (HSAP) requirements.

(5) <u>Medical and Dental Readiness</u>. Significant Medical and Dental Section functions include publishing the policy and procedures for the documentation and reporting of Individual Medical Readiness (IMR) ISO readiness requirements to determine unit deployability, and collecting monthly reports of unit and MSC IMR reports to aggregate the overall force status. ISO this effort, provide the commander (upon request) with periodic reports on the deployability of the MEF, and coordinate with the Commanding Officer, 1st DENBN to ensure overall dental readiness.

(6) <u>Health Service Support Element</u>. Plans, coordinates, integrates and monitors overarching plans at the MSC level to ensure integration of the MEF's medical employment plan with assigned capabilities. Evaluates and plans for medical evacuation, medical regulation, and treatment of casualties both in garrison and while deployed.

(a) <u>Medical Planning</u>. Significant Medical Planning functions include directing and supervising the operational medical planning and logistics ICW the AC/S G-4, verifying manning documentation accuracy for medical support, providing input to the AC/S G-5 FDP&E on the TPFDD and medical force flow recommendations in preparation for movement, coordinating the activities of the medical planners to include approving of health care appendices and input for operations and CONPLANs,

and coordinating the dissemination of medical intelligence and captured material ICW the Preventive Medicine section.

(b) Medical Logistics. Significant Medical Logistics functions include ICW the AC/S G-4, monitoring and coordinating materiel readiness and deployment/retrograde of the medical assets and equipment ISO I MEF activities and health service support operations (includes all class VIII and class VIIIA requirements), interacting directly with 1st MLG MEDLOG Company and individual units on requests for medical materiel support, and providing EDL verification and FOS endorsements.

(c) Medical Administration. Performs all daily administrative tasks to include filing, data input and processing, publication and directive maintenance, and liaison with other elements of the command in the performance of duties.

(d) Training. Coordinates medical and force health protection (FHP) training for the force ISO readiness activities and provides recommendations, for revision of pre-deployment training requirements in response to changes in practices.

(e) Inspection Programs. Provides SME as a member of the CGIP inspection team and conducts Technical Assist Visits on required training and preventive medicine programs in addition to CGI requirements.

(7) Preventive Medicine Section. Significant Preventive Medicine Section functions include the following:

(a) Maintaining an aggressive FHP Program and Preventive Medicine Program for the force.

(b) Monitoring the status of the force and develop solutions to emerging health issues.

(c) Serving as a consultant to the Surgeon and MSCs/MSEs on Preventive Medicine related issues, disease outbreak investigations, public health emergency preparedness, and entomological support.

(d) Reports/Correspondence. Preparing and submitting all required reports and correspondence for all matters related to preventive medicine and acting as the Medical Readiness Reporting System (MRRS) account manager for I MEF and processing all requests for MRRS access.

(e) Investigations. Coordinating the investigation of all unusual disease occurrences or outbreaks and developing

preventive medicine specific countermeasures in collaboration with appropriate health authorities.

(f) <u>Food Safety/Sanitation</u>. Advising the Force Surgeon on all health matters pertaining to food service, field sanitation and other public health related issues affecting deployment and medical readiness.

(g) <u>FHP/Readiness</u>. Coordinating and providing advice to the force ensuring that all personnel meet the minimum medical readiness requirements, and providing chemoprophylaxis recommendations prior to deployment; constructing, validating and releasing an annual FHP Message with associated deployment health guidelines and requirements; and ensuring all pre-deployment FHP items are provided as outlined in the annual FHP Message.

6. <u>Force Chaplain</u>

a. <u>Scope</u>. The Force Chaplain is directly responsible to the CG for all matters pertaining to the direction and provision of Religious Ministries and the technical supervision of Chaplains and Religious Program Specialists (RP) in I MEF. The Force Chaplain serves as the spiritual leader for I MEF CE and advises the commander and staff on religious issues affecting operations, policies, moral and ethical decisions, family readiness, and the implementation of COSC. The Force Chaplain reviews documents and instructions that have religious content or otherwise impact religious ministries.

b. <u>Force Chaplain Organization</u>. The Force Chaplain is assigned as a Special Staff Officer to the CG and has no organizational office.

c. <u>Functions</u>. The Force Chaplain ensures provision of ministries to various faith groups through chaplains, lay leaders, and civilian clergy, when authorized, to I MEF personnel on deployment and in garrison.

(1) <u>Ministry Support</u>. Ensures adequate religious ministry coverage for field exercises, operations and deployments.

(2) <u>Logistical Support</u>. Ensures the combat logistical support block (basic load) is built and maintained IAW Religious Ministry Team Handbook MCRP 6-12A.

(3) MSC/MSE Coordination. Coordinates with MSC/MSE Chaplains to ensure provision of religious ministries to all military and other authorized personnel.

(4) Integration. Coordinates area cooperative ministries with the MCI WEST Chaplain. Serves as a member of Family Readiness Board, Force Preservation Board, and other boards as required.

(5) Inspections. Conducts annual readiness inspections for combat ministry in each of the MSCs. Provide subject matter expertise as a member of the CGIP inspection team.

7. Family Readiness Officer

a. Scope. The Family Readiness Officer (FRO) is directly responsible to the CG for all matters pertaining to Family Readiness. The FRO provides Marines, Sailors, and their family members information and referral (I&R) through the Family Readiness Program. The FRO is responsible for briefing MSC/MSE FROs on Family Readiness issues and policies and serves as the primary I MEF representative providing command family readiness outreach.

b. FRO Organization. The FRO is assigned as a Special Staff Officer to the CG and has no organizational office.

c. Functions

(1) Informing MSC/MSE FROs on Family Readiness issues and policies.

(2) Serves as the primary I MEF representative providing command family readiness outreach.

(3) Represents I MEF at the Family Readiness Council meeting conducted quarterly at HQMC.

(4) Ensures MSCs/MSEs conform to applicable guidance and regulations in the execution of the Unit Personal Family Readiness Program (UPFRP).

(5) Prepares and distributes official written and oral information/communication through HQMC organizational communication tool.

(6) Provides Marines/Sailors and family members with official command communications and provides I&R services for emerging challenges.

(7) Coordinates and attends Family Readiness Command Team meetings, volunteer appreciation events, and closing ceremonies related to family readiness.

(8) Assesses the family readiness training and education needs of I MEF Marines/Sailors and their families. Establishes training schedules and coordinates delivery of training.

(9) Ensures Marines/Sailors establish Family Care Plan (FCP).

Section 3 – I MEF Headquarters Group

1. Scope. The Commanding Officer, I MHG is a MSE commander to the CG, I MEF and serves as the commanding officer for all personnel assigned to the I MEF CE. The Commanding Officer (CO), I MHG is responsible for integrating the actions and aligning the support processes of I MHG staff functions with I MEF CE staff sections. He ensures processes for administrative actions, disciplinary actions, and tasking assignments are established and communicated throughout the I MEF CE.

2. I MHG Headquarters Organization. I MHG is organized into a command group and supporting staff sections as depicted in Figure 2-20.
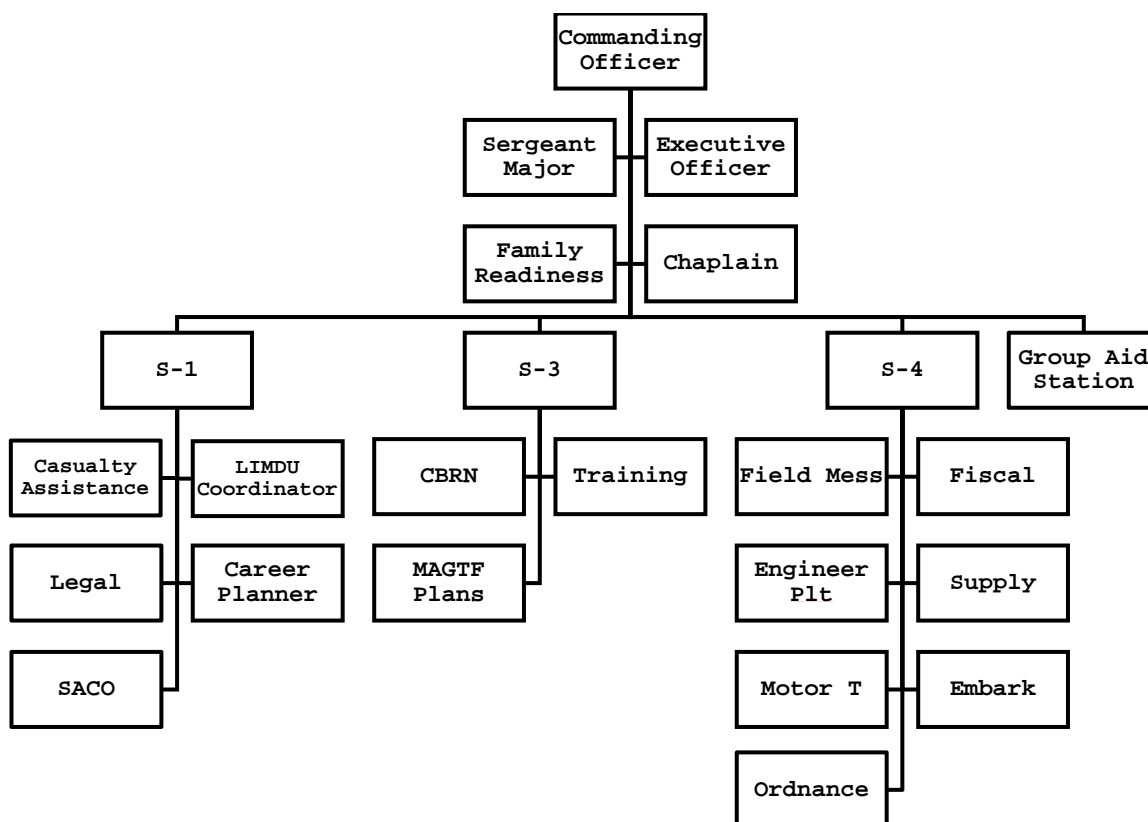
Figure 2-20: I MHG Headquarters Organizational Chart

3. Functions

    a. Command

        (1) CO, I MHG conducts non-judicial punishment (NJP) of I MEF CE personnel and has special court-martial convening authority.

        (2) CO, I MHG is the approval authority for all awards submitted on I MEF CE personnel through iAPS.

    b. Administrative Section (S-1). Provides administrative support to I MEF CE personnel to include Personnel Reporting, GTCC Program, legal support, Casualty Affairs, promotions, Mail Room services, Check In/Out processing, DTS management, and Personnel Casualty Reports (PCR) and Serious Incident Reports (SIR) processing.

    c. Operations Section (S-3). Provides operations and training support to I MEF CE personnel. Various support activities to include coordinating the deployment, set-up, and security of the MEF COC with the I MEF G-3; providing CBRN training and reporting; coordinating all formal school seats; providing all individual Annual Training events including PFT, CFT, swim qualification, rifle/pistol, MCMAP, and CBRN; coordinating all mandated training such as DADT and suicide awareness; providing PTP training; managing the BCP program and conducting quarterly weigh-ins and reporting medical, dental, and PTP completion as part of Readiness Reporting.

    d. Logistics Section (S-4). Provides logistical support to I MEF CE personnel to include providing staff cognizance for Embarkation, MMO, Motor Transport, Field Mess, Ammunition, Armory, Medical/Dental, and Engineer Support; providing Engineering, Motor Transport, Food service, Health/Dental service, and GME support; coordinating with the 21 Area Commander on billeting and facilities; and coordinating family readiness events through the I MHG FRO including all homecomings/deployment receptions, and family days.

    e. Comptroller. MHG Comptroller section provides financial management support to I MEF CE staff sections to include fiscal guidance, training, funding authorization letters, and planning tools to assist in the development and management of section budgets.

(1) Individual staff sections are responsible for developing and submitting annual budget requests to the I MHG Comptroller. Requests for additional funding will be submitted in writing to the I MHG Comptroller by the staff section principal and must be fully justified.

(2) Staff Sections are responsible for researching individual transactions and providing supporting documentation as necessary, to enable the I MHG Comptroller to validate, reconcile and correct transactions recorded in SABRS.

Chapter 3 - Staff Battle Rhythm

1. <u>Overview</u>. The Battle Rhythm is an operational tempo of synchronized reports, processes, and events established to collect information requirements, conduct information analysis, and deliver relevant outputs to enable decisions. The C/S is the functional owner of the Battle Rhythm and tasks the IMO with maintaining synchronization and coordination processes. The optimal Battle Rhythm is documented below as a guideline. The Battle Rhythm is expected to ebb and flow ISO I MEF's operational tempo.

2. <u>Battle Rhythm Diagram</u>. Figure 3-1 is a visual representation of the Battle Rhythm. The top portion of the diagram denotes the significant, reoccurring events/reports where the Command Group and staff interact to facilitate decision-making and situational awareness. The backdrop, in the center of the diagram, is the I MEF LOOs presented in the I MEF FY Campaign Plan. Overlaid on top are the staff's weekly, monthly, quarterly, semi-annual/annual and as required events/reports that support the LOOs. The bottom of the diagram highlights how our Battle Rhythm focuses on a quarterly cycle. Our monthly Working Groups feed the quarterly I MEF Summit, which in turn supports input to the HQMC Battle Rhythm events of the Force Sync Conference, Ops Summit and ultimately, the EOS. Lastly, throughout the diagram are two-sided arrows to denote the critical flow of information between the Command Group, staff and higher, adjacent and subordinate organizations.
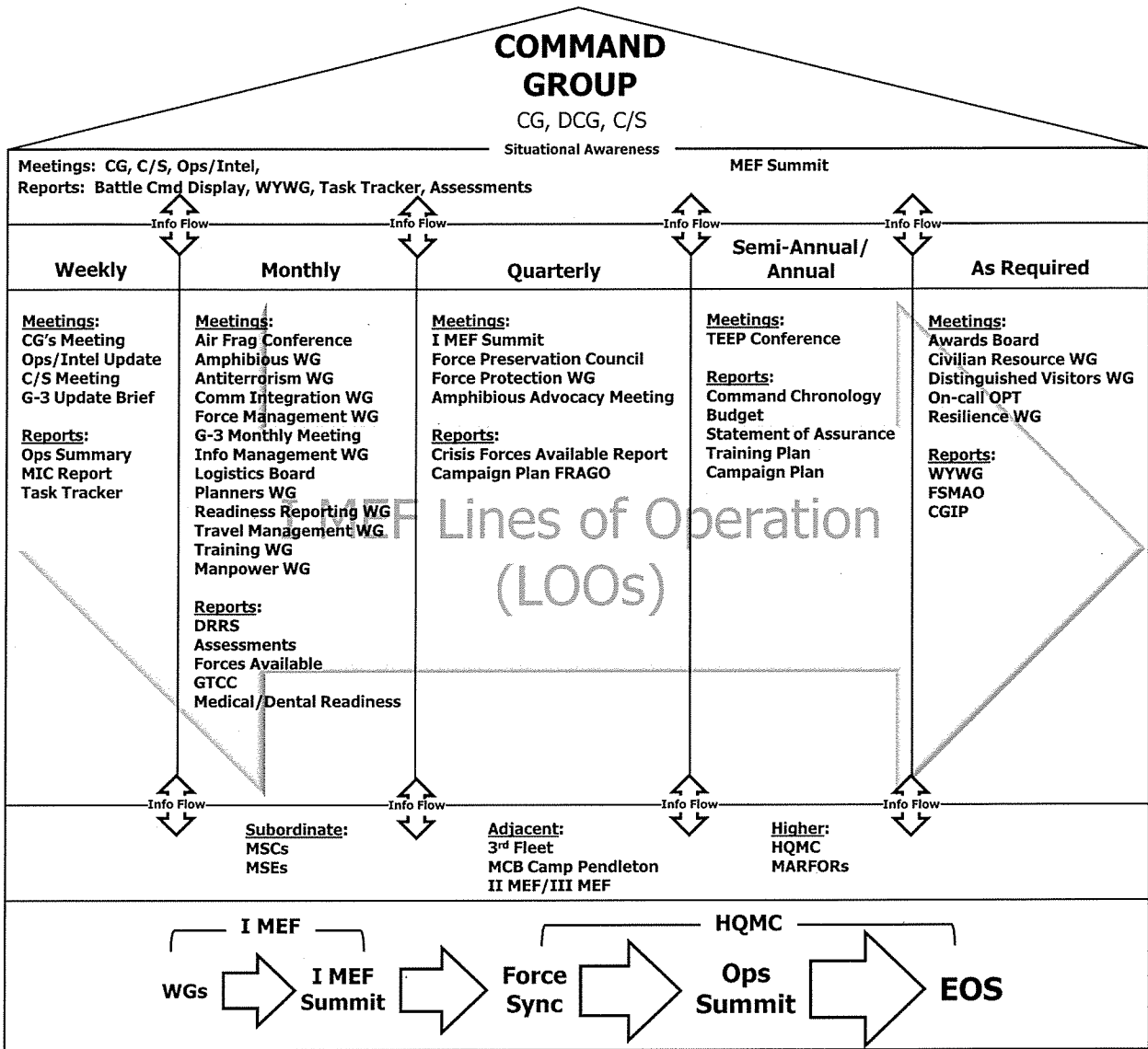
COMMAND GROUP
CG, DCG, C/S

Situational Awareness

Meetings: CG, C/S, Ops/Intel,
Reports: Battle Cmd Display, WYWG, Task Tracker, Assessments

MEF Summit

—Info Flow—   —Info Flow—   —Info Flow—   —Info Flow—

Weekly	Monthly	Quarterly	Semi-Annual/ Annual	As Required
Meetings: CG's Meeting Ops/Intel Update C/S Meeting G-3 Update Brief **Reports:** Ops Summary MIC Report Task Tracker	**Meetings:** Air Frag Conference Amphibious WG Antiterrorism WG Comm Integration WG Force Management WG G-3 Monthly Meeting Info Management WG Logistics Board Planners WG Readiness Reporting WG Travel Management WG Training WG Manpower WG **Reports:** DRRS Assessments Forces Available GTCC Medical/Dental Readiness	**Meetings:** I MEF Summit Force Preservation Council Force Protection WG Amphibious Advocacy Meeting **Reports:** Crisis Forces Available Report Campaign Plan FRAGO	**Meetings:** TEEP Conference **Reports:** Command Chronology Budget Statement of Assurance Training Plan Campaign Plan	**Meetings:** Awards Board Civilian Resource WG Distinguished Visitors WG On-call OPT Resilience WG **Reports:** WYWG FSMAO CGIP

I MEF Lines of Operation (LOOs)

—Info Flow—   —Info Flow—   —Info Flow—   —Info Flow—

Subordinate:
MSCs
MSEs

Adjacent:
3rd Fleet
MCB Camp Pendleton
II MEF/III MEF

Higher:
HQMC
MARFORs

┌─ I MEF ─┐   ┌─ HQMC ─┐

WGs → I MEF Summit → Force Sync → Ops Summit → EOS

Figure 3-1: I MEF Battle Rhythm

3. <u>Battle Rhythm Matrix</u>. Figure 3-2 is the I MEF Battle Rhythm Matrix. This Matrix depicts the staff's annual, quarterly, monthly/semi-monthly, weekly and as required events by frequency, time, lead, event, acronym and location. The optimal battle rhythm is a suggestion of "perfect alignment" to be used as a baseline for managing "real-life" schedules. The Matrix is aligned to coordinate, integrate, and synchronize I MEF CE events to gain maximum efficiencies across staff channels.

Frequency	Meeting/Board/Working Group	Acronym	Lead	Time	Location
Annual	TEEP	TEEP	G-3 FOPS	TBD	MOC Auditorium
Qtr	I MEF Summit	Summit	G-3	TBD (CG Sched)	MOC Auditorium
Qtr	CG Force Preservation Council	FPC	CIG	TBD (CG Sched)	CG Conf Room
Qtr	Force Protection Working Group	FPWG	G-3 COPS	3rd Month/Week Thursday 1000	MOC OPT Room
Monthly	Air Working Group	AirWG	G-3 FOPS	3rd Week Thursday 0800	MOC OPT Room
Monthly	Amphibious WG	AWG	DCG	4th Week Tuesday 0900	CG Conf Room
Monthly	Antiterrorism WG	ATWG	G-3 COPS	3rd Week Thursday 1000	MOC OPT Room
Monthly	Communication Integration WG	CIWG	PAO	3rd Week Tuesday 0830	MOC OPT Room
Monthly	Force Management WG	FMWG	G-3 FOPS	3rd Week Friday 0800	MOC OPT Room
Monthly	G-3 Monthly Meeting	Huddle	G-3 FOPS	3rd Week Wednesday 1030	MOC Auditorium
Monthly	Information Management WG	IMWG	IMO	3rd Week Tuesday 0900	G-6 OPT Room
Monthly	Logistics Board	Log Bd	G-4	1st Week Tuesday 1500	G-4 Conf Room
Monthly	Planners WG	PWG	G-3 FOPS	1st Week Tuesday 1000	MOC OPT Room
Monthly	Readiness Reporting WG	RRWG	G-3 COPS	2nd Week Thursday 1300	MOC OPT Room
Monthly	Travel Management WG	TMWG	G-8	1st Week Wednesday 1500	MOC OPT Room
Monthly	Training WG	TWG	G-3 FOPS	1st Week Tuesday 0800	MOC OPT Room
Bi-Monthly	Manpower WG	MWG	G-1	1st & 3rd Week Thursdays 1300	MOC OPT Room
Weekly	Commanding Generals Mtg	CG Mtg	CG	Every Monday 1400	CG Conf Room
Weekly	Chief of Staff Mtg	C/S Mtg	C/S	Every Thursday 0830	CG Conf Room
Weekly	G-3 Weekly Update Brief	Weekly Update	G-3	Every Monday 0830	MOC Auditorium
Weekly	Operations/Intelligence Brief	Ops/Intel	G-3 COPS	Every Wednesday 0900	MOC Auditorium
As Req	Awards Board	Awards	G-1	TBD	CG Conf Room
As Req	Civilian Resource Working Group	CRWG	G-1	TBD (CG Sched)	CG Conf Room
As Req	Distinguished Visitor WG	DVWG	C/S	TBD	CG Conf Room
As Req	On-Call Operational Planning Team	On-Call OPT	G-5	TBD	TBD
As Req	Resilience WG	RWG	CIG	TBD (CG Sched)	CG Conf Room

Figure 3-2: I MEF Battle Rhythm Matrix

4. Meetings, Working Groups, and Boards. Figure 3-3 is the I MEF Events Matrix. This Matrix provides the description, membership, input and outputs of I MEF CE events.

Event	TEEP Conference
Description	Develops a synchronized planning "tool."
Membership	G-1, G-2, G-3, G-4, G-5, G-6, G-7, G-8, MSC/MSE G-3/S-3s, MFP G-3/5, MFC G-3/5/7, 3d Fleet N3 and Special Staff invited.
Input	FMWG; Annual Training Plan; Bn/Squadron PTP/deployments; MEU PTP/deployments; TSC; Joint Service Initiatives; MARFORCOM Playbook, Campaign Plan, Capstone Document.
Output	Visual TEEP as 12-month drop down calendar; Message transmitted to H-A-S; Playbook entries to MARFORCOM.
Event	I MEF Summit
Description	Updates and assesses I MEF progress across LOOs, provides updated prioritization guidance, forecasts, and plans against anticipated requirements for the next 90 days. The I MEF Summit is the primary battle rhythm event used to coordinate, integrate, and synchronize I MEF and MSC OAA.
Membership	CG and MSC Commanders, identified I MEF and MSC/MSE staff.
Input	CG Priorities, Focus and Guidance; MSC Commanders' Briefs; Campaign Plan; LOO status, issues, way ahead for next 90 days; FMWG & G3 Monthly Meeting input.
Output	The I MEF Summit is described in a quarterly FRAGO (from I MEF CP) message that captures guidance and assigns tasks for next 90 days. Informs HQMC Force Synch Conference and Ops Summit.
Event	CG Force Preservation Council
Description	Serves as I MEF's leadership forum of opportunity to identify, discuss, and resolve issues affecting the readiness of the Force.
Membership	CG/DCG chairs, CGs of each MSCs or their representatives, C/S of MSEs, Supporting establishment reps (e.g. MCCS, Naval Hospital), G-3, G-7, Safety, Surgeon, Chaplain, and FRO.
Input	Issues developed by CIG, Safety, MSCs, data calls.
Output	I MEF policies regarding force preservation.
Event	Force Protection Working Group
Description	Brings together SMEs to discuss AT programs, policies and training opportunities in order to identify shortfalls.
Membership	ATFP Cell, G-2 Plans/CI/HUMINT, G-3 Training, G-4, G-6, SJA, Safety, PAO, Science Advisor, MHG Comptroller, MSC ATOs, Area 21 Antiterrorism Officer (ATO), MCB CPEN ATO and PMO, MCI WEST ATO and Information Fusion Mgr, and NCIS.
Input	AT program policy and training issues/shortfalls.
Output	AT program change recommendations for CG/G-3 decision.

Figure 3-3: I MEF Events Matrix

Event	Air Frag Conference
Description	Allocates I MEF aviation to I MEF MSCs/MSEs, supporting establishment and other air support requirements. I MEF Air Frag Conferences are announced via naval message which provides prioritization guidance for utilization in the coming month.
Membership	Air Cell, G-7, 3d Fleet, 3D MAW, 1st MARDIV, 1st MLG, 1st ANGLICO, MAG-11/13/16/39.
Input	ASR's/JTAR's from I MEF and non-MEF units to include other services.
Output	Monthly FRAG support per I MEF CG's priority guidance; supports TWG.
Event	Amphibious Working Group
Description	Addresses amphibious, MEB and MEU issues. Emphasis is on development of amphibious core competency by addressing issues that cross staff functional areas and provide coordinated action for initiatives with I MEF's Naval counterparts at Third Fleet, Expeditionary Strike Group Three, and Navy training organizations.
Membership	General Staff, MSC(s), MEU(s), 3d Fleet, ESG-3, FMO and MFP.
Input	Issues and discussion points presented via briefing & SVTC.
Output	Resolution of issues, command deck guidance and consolidated I MEF position ISO OAG and Fleet Conferences. Informs Crisis Response, MEB Readiness, and Ops Summit. Quarterly meeting prepares for I MEF/3d Fleet Amphibious Working Group.
Event	Antiterrorism Working Group
Description	Fuses intelligence, CI, security, law enforcement, and operations information to develop threat assessments, and generates risk management recommendations.
Membership	ATFP Cell, G-2 Staff CI/HUMINT, MSC ATOs, Area 21 ATO, MCI WEST ATO and Information Fusion Mgr, NCIS.
Input	Current Threat Brief.
Output	Risk management recommendations to the CG/G-3.
Event	Communication Integration Working Group
Description	Coordinates communication of I MEF themes and messages to internal and external audiences. CIWG responsibilities include vetting and subsequent tasking of MSC/MSE participation in Community Relation events.
Membership	MEF and MSC/MSE G-3 and PAO reps; Protocol/FRO/ComCam/IG/Surgeon/Chaplain/SJA for the quarterly meeting.
Input	Support requests.
Output	Coordinated COMREL events; requirements to expand communications integration (strategic communication) aspect.

Figure 3-3: I MEF Events Matrix (Cont.)

Event	Force Management Working Group
Description	Reviews OEF, MEU and GFM; CCDR TSC; Training Support; Service Initiatives; and core competency exercise requirements levied on I MEF to source. The FMWG addresses immediate redistribution and resource allocation solutions for near term deploying units, anticipates midterm shortfalls that require CG I MEF influence, and prioritizes long range capability sets per CG I MEF priorities.
Membership	MEF General Staff, MHG S-1, S-3, S-4 and MSC/MSE S-1, S-3, S-4.
Input	MSC D-240 and D-180 msg(s); H-A-S issues; standard weekly sourcing brief.
Output	Status of issues (Man, Equip, Train) to Command Group; decision points identified to G-3 for Command Group. FMWG feeds MFP SVTC, PP&O SVTC, I MEF Summit and Quarterly Frag.
Event	G-3 Monthly Meeting
Description	Provides an opportunity for Operations Officers to share situational awareness and identify operational issues requiring immediate staff attention. Informal, small group setting.
Membership	G-3 (COPS/FOPS), and MSC/MSE G/S-3s; G-1, G-4, G-5, and G-7 as invited.
Input	FMWG and emerging issues from G-3. Published standard agenda and format. Working Group summary provided.
Output	Informs I MEF Summit, coordinates and resolves emerging issues and informs Command Group.
Event	Information Management Working Group
Description	Provides short/long term goals and objectives supported by an end state to achieve the vision and implied tasks for implementing IM within the I MEF CE, and MSCs.
Membership	All General and Special Staff, MHG, DIV, MLG, MAW, MEUs.
Input	Information requirements.
Output	Recommended and prioritized IM solutions.
Event	Logistics Board
Description	Addresses operational logistics issues across the MEF with an emphasis on sustainment, reconstitution and enterprise initiatives (i.e., GCSS-MC, FSMAO). Reviews short lead-time materiel requirements with cross-organizational solutions ISO of deployed units. Provides MSCs/MSEs an opportunity to identify logistics issues requiring HHQ assistance and facilitates equipment and facility sourcing issues. Spearheads concerns to HHQ and adjacent commands in order to provide timely solutions due to force reduction challenges.
Membership	G-2, G-3, G-6, G-8, MSC/MSE G-4/S-4s; SMEs within the G-4; LOGCOM, FSMAO, SMU, MOS and DLA.
Input	Sub G-4 Working Group recommendations, FMWG issues.
Output	AMHS Messages (plans, policy and directives) to H-A-S.

Figure 3-3: I MEF Events Matrix (Cont.)

Event	Planners Working Group
Description	Provides an opportunity for action officers to share situational awareness of ongoing planning efforts and operational issues within the CE and MSC/MSE.
Membership	I MEF G3 (COPS/FOPS) and MSC/MSE planners; G-1, G-2, G-4, G-5, G-6, PAO, Surgeon planners as invited.
Input	Crisis Response, MAGTF Training, OPLAN/CONPLAN readiness, Force Management, MEF OAA and Planning Efforts.
Output	Issues identified for G-3 Monthly Meeting.
Event	Readiness Reporting Working Group
Description	Develops I MEF DRRS-MC Readiness Report.
Membership	G-1 Personnel Officer, G-2 Operations Officer, COPSO and Deputy, ATFP Cell, CBRNO, Deputy FOPSO, FOPS Fires and OPT Cell Lead, Deputy G-4, MEF Mobility Officer, Deputy G-5, G-6 Operations Officer and MHG S3 Training.
Input	Recommended readiness levels and comments for each of the DRRS-MC resource areas and MET assessments.
Output	Draft DRRS-MC report submitted to DCG and C/S for submission as the I MEF DRRS-MC Report.
Event	Travel Management Working Group
Description	Increases the efficiency and effectiveness of the DTS by providing DTS officials with the tools and assistance necessary to properly manage the program.
Membership	I MEF: G-1, ODTA (G-1), FDTA, APC; MSC/MSE: G-1, G-8, ODTA, FDTA, APC; LDTA: training and debt management, CTO, Distribution Management Officer (DMO).
Input	As required.
Output	Formal guidance, individual training standards for DTS Official and APCs, individual training for travelers, and internal control mechanisms for management of travel processes.
Event	Training Working Group
Description	Coordinates training requirements and tasks in order to maximize training opportunities, de-conflict training and address training issues within I MEF.
Membership	G-3, G-4, G-7, Training Officers from MSCs/MSEs, MCB, and TECOM Training Support Center.
Input	TEEP, Agenda, and FMWG issues.
Output	Issue resolution; resource allocation, PTP guidance; Feeds FMWG, Planners Working Group, and TEEP Conference.
Event	Manpower Working Group
Description	Convenes in order to source and manage personnel staffing and IAs.
Membership	G-1 Ops, MSC/MSE G-1s/S-1s, G-3 FOPS (Sourcing); other staff sections as required.
Input	Current manpower sourcing issues, FMWG issues, G-3 Monthly Meeting.
Output	Sourcing solutions and manpower issue resolutions.

Figure 3-3: I MEF Events Matrix (Cont.)

Event	Commanding General's Meeting
Description	Weekly staff meeting to brief the CG, DCG, and C/S on the status of significant projects and tasking, receive commander's guidance and review the near term direction of the MEF and the CE.
Membership	Attendance limited to General Staff and Special Staff; when required SMEs.
Input	None.
Output	Commander's Guidance and Tasking.
Event	Chief of Staff Meeting
Description	Weekly staff meeting intended to review, prioritize and assign tasks and synchronize staff action with CG and DCG schedules. The SSEC will review the status of significant tasks pending completion and suspense dates.
Membership	General Staff, Special Staff, required members of the Command Group; when required SMEs.
Input	Task Tracker and CG's Schedule.
Output	Prioritized tasking and identification of command-level issues.
Event	G-3 Weekly Update Brief
Description	Provides the staff an intelligence and operations overview. In addition, the MEF calendar and task tracker are reviewed to synchronize and de-conflict efforts across the staff as well as to orient attendees on upcoming weekly events and ongoing staff projects. The brief also provides the G-3 an opportunity to pass guidance to the staff at the commencement of each work week.
Membership	All General Staff, Special Staff, MHG.
Input	Items of interest to the staff.
Output	Brief to staff; SWO will post the brief on the I MEF SharePoint site; G-3 and C/S guidance.
Event	Operations/Intelligence Brief
Description	Provides the Commander and staff timely information relevant to the common operational and intelligence situation in the PACOM, CENTCOM, AFRICOM, SOUTHCOM and NORTHCOM Area of Responsibility's (AOR). Additionally, the staff provides information updates for high profile issues and tasking.
Membership	CG, DCG, C/S, All General and Special Staff, MHG, DIV, MLG, MAW, MEUs.
Input	Primary collection point for brief products, intelligence picture, OPSEC picture, Common Operating Picture. Current force lay down, to include disposition of ARG/MEU, deployed forces and CONUS forces conducting exercises or supporting NORTHCOM efforts. When applicable, provide SOM for ongoing operations.
Output	Situational Awareness.
Event	Awards Board
Description	Processes I MEF awards.
Membership	C/S, G-1, G-2, G-3, G-4, G-5, G-6, G-7, G-8, selected participants.
Input	Award recommendations.
Output	Recommendations to the CG for decision.

Figure 3-3: I MEF Events Matrix (Cont.)

Event	Civilian Resource Working Group
Description	Reviews and makes recommendations to the CG on requests for additional civilian positions, and requests to initiate, add to, or renew government contracts. The CRWG will also prioritize approved actions, and reprioritize annually, as funding constraints require.
Membership	CG, DCG, G-1, G-2, G-3, G-4, G-5, G-6, G-7, G-8
Input	Requests for new positions or renewal of existing positions.
Output	Recommendations to the CG for decision.
Event	Distinguished Visitor Working Group (DVWG)
Description	Planning and synchronization meeting to gain command-level guidance. Ensures the intent of the DV is understood by all parties and allows the G-3 to task the appropriate units in a timely manner.
Membership	G-3, SSEC, Proto, PAO
Input	Event documents and CG guidance.
Output	Itinerary and tasks.
Event	**On-Call OPT**
Description	Provides a team of fully qualified planners and SMEs available to develop detailed MAGTF Plans ISO CCDR and Marine Corps Component plans as directed.
Membership	G-1, G-2, G-3, G-4, G-5, G-6, G-7, G-8, selected participants, MHG, DIV, MLG, MAW
Input	Crisis Action or Contingency Planning tasks.
Output	Planning Products for review and approval.
Event	Resilience Working Group
Description	Analyzes and assesses resiliency initiatives and programs to make recommendations to CG I MEF.
Membership	C/S, G-1, G-3, FRO, IG, Safety, Surgeon, Chaplain
Input	Service direction, CG/DCG tasking, issues developed by CIG, Safety, MSCs, and data calls.
Output	Recommendations to CG I MEF and CG's Force Preservation Council.

Figure 3-3: I MEF Events Matrix (Cont.)

Chapter 4 - Staff Administration

Section 1 - Authorities

1. <u>Authorities</u>

   a. <u>Direct Liaison Authority</u>

      (1) <u>Overview</u>. Direct Liaison Authority (DIRLAUTH) refers to communicating, presenting or otherwise formally representing I MEF's official position or recommendation on a particular subject. DIRLAUTH does not relate to the informal dialogue and liaison between I MEF CE and higher, adjacent or subordinate organizations. Informal liaison will be limited to developing requests for information, refining approved positions, clarifying formal positions or identifying new areas for staff action. Informal liaison is encouraged throughout I MEF CE to enhance speed of action.

      (2) <u>Authority</u>. The C/S retains authority for direct liaison coordination with higher, adjacent, and subordinate HQ. The C/S is authorized to approve I MEF staff requests for DIRLAUTH for situations requiring command position representation. The C/S may authorize DIRLAUTH to General, Special or Command Section Staff principals as required.

   b. "<u>By Direction</u>" <u>Authority</u>

      (1) <u>Authority to Sign "By direction"</u>. The SSEC, General and Special Staff principals have "By direction" authority. This "by direction" authority does not apply to correspondence in the following categories:

      (a) Establishes new policy or modifies existing policy.

      (b) That which involves congressional inquiry.

      (c) That which concerns approval or disapproval of recommendations made by a general/flag officer.

      (d) That which by law or regulation must be signed by the Commander.

      (2) <u>Sub-delegation of Authority</u>

      (a) Subject to the limitations set forth above, General and Special Staff principals may sub-delegate (with

discretion), authority to sign "By direction" to officers assigned to them.

(b) Official File Copies. A copy of all correspondence signed "By direction" will be held at each respective division/section for review by the C/S upon request.

c. Message Release Authority. Each General and Special Staff principal is empowered with the authority to release messages to higher, adjacent and subordinate commands. If the message to an adjacent or subordinate command includes tasking of personnel, equipment or funds, the originator will add the I MEF cross-functional equity to the recipient line and coordinate as required.

Section 2 - Communications

1. Available Communication Means

a. Summarized below are the approved methods of communication and media available to the CG and the General, Special, and Command Section Staff of I MEF. All personnel are encouraged to seek the most efficient, cost effective means to effectively communicate. When making the selection, every effort should be made to the reduce paper costs and the reporting burdens of subordinate commands. Personnel unfamiliar with the use of the various media should refer to the POC for each method for more information.

b. The most effective way to communicate with another person is through face-to-face interaction.

c. Current, relevant, time sensitive information should be passed using some variant of chat/voice (instant message/ telephone or radio) to facilitate quick communication.

d. Official Correspondence Methods

(1) AMHS message traffic is the primary method for responding to HHQ and external tasking.

(2) Email is an official form of tasking.

(3) Verbal tasks are an official form of tasking, but should be quickly followed up with an email or AMHS message for tracking and action.

e. Targeted Information. Execution documents, planning references, directives, and briefs should be located on the I

MEF collaborative platform (SharePoint) in the applicable
Division/Section for access.

    f. To access the NIPRNET, SIPRNET or CENTRIX network, check
in with the I MEF G-6 Helpdesk located in bldg 210722 and fill
out a System Authorization Access Request (SAAR) form. The I
MEF G-6 Helpdesk can be reached commercially at 760-725-
1545/9199, or Defense Switched Network (DSN) 365-1545/9199. The
SAAR form is located at the following address:
http://imefwss.nmci.usmc.mil/cors/Shared%20Documents/Forms/AllIt
ems.aspx

    g. The I MEF collaborative portal (SharePoint) for NIPRNET
resides on SharePoint MOSS 2007. Please add the address to the
computer as a trusted site before attempting to access. The I
MEF SharePoint Helpdesk can be reached at 760-763-7657 or DSN
361-7657. The I MEF SharePoint site is located at the following
address: http://imef.nmci.usmc.mil

    h. The I MEF collaborative portal (SharePoint) for SIPRNET
resides on SharePoint MOSS 2010 and is located at the following
address: http://www.1mef.usmc.smil.mil. The I MEF SharePoint
Helpdesk can be reached at 760-763-7657 or DSN 361-7657.

    i. The I MEF collaborative portal for CENTRIX (SharePoint)
resides on SharePoint MOSS 2007 and is is located at the
following address:
http://daiis.isaf.cmil.mil/ic/IMEF/default.aspx

    j. The CENTRIX SharePoint Helpdesk can be reached at 808-
473-2020 ext 258/219 or DSN 315-473-2020 ext 264.

    k. Correspondence Library. The SSEC maintains the
correspondence library on the I MEF NIPRNET SharePoint Portal.
The library contains the archives of all electronic packages and
electronic correspondence released by the command since January
2011. The library also contains the template folder for the
staff regulations order and is the repository for all templates
used by I MEF for correspondence. The library resides on the
left side of the correspondence page under the following three
links:
        (1) Shared Documents:
http://imefwss.nmci.usmc.mil/cors/Shared%20Documents/Forms/AllIt
ems.aspx

        (2) Staffing Templates:
http://imefwss.nmci.usmc.mil/cors/Staffing%20Templates/Forms/All
Items.aspx

(3) Document Archives:
http://imefwss.nmci.usmc.mil/cors/Document%20Archives/Forms/AllItems.aspx

l. <u>I MEF Shared Drives</u>

(1) <u>Archived records</u>. Each Division/Section will be authorized an archived records folder under their primary Division/Section folder to retain information, and establish and maintain institutional knowledge.

(2) <u>Database Storage</u>. Databases, transaction logs, and similar requirements will be stored within Division/Section shared drives under a folder named "database" with subsequent folders annotating multiple databases etc…

(3) Share Drive access will be authorized on a case-by-case basis and must be requested through the I MEF G-6. The I MEF G-6 Helpdesk can be reached commercially at 760-725-1545/9199, or DSN 365-1545/9199.

m. <u>E-mail</u>. Electronic mail is useful, reduces the amount of paperwork, and is an effective substitute for a telephonic response. When sending an e-mail be mindful of the chain of command and parties which may have an interest in the e-mail topic. Ensure proper inclusion of addressees in the appropriate to: and cc: lines.

(1) If possible send all attachments and files as links to the documents from the SharePoint site. This practice prevents email from filling up the receiver's inbox and reduces network load.

(2) NIPRNET email setup will require each user to log in using their CAC. When the operating system completes loading click on the Outlook email icon and step through the process of setting up email. When asked for the server where the account resides, uncheck "cached" and type in "nmcimail", then add your login name and click next. For troubleshooting, contact the Navy and Marine Corps Internet (NMCI) Helpdesk commercially at 1-866-843-6624.

(3) SIPRNET email setup will require each user to log in using their login and password. Select 1MEF as the domain. Once the operating system completes loading, click on the Outlook email icon and step through the process. When asked for the server where the account resides, uncheck "cached" and type in "email" then add your login name and click next. For

troubleshooting, contact the I MEF G-6 Helpdesk commercially at 760-725-1545/9199, or DSN 365-1545/9199.

       (4) CENTRIX email setup will require each user to log in using their login and password. Select DECC as the domain. The email Outlook setup process should resolve login names automatically. For troubleshooting, contact the DISA PACC CENTRIX Helpdesk commercially at 808-473-2020, extension 258/219 or DSN 315-473-2020 ext 264.

    n. <u>Chat</u>. I MEF collaborates (Chats) using Defense Connect Online (DCO) Jabber thick client (an application loaded on the local computer) allowing presence, notifications, and an easy way to quickly pass situational information. Once an account is established, log in, scroll down looking towards the left side of the page until "instant messaging" appears. Right click on Download XMPP desktop client and follow the instructions for installation. Once installed, login using your functional billet title. Add contacts or "friends" by using the "magnifying glass" to search for people in the system. To sign up for an account, visit the DCO website at https://www.dco.dod.mil/

    o. <u>Message Traffic</u>. Message Traffic is monitored using the Automated Message Handing System (AMHS). Every Division/Section will utilize the AMHS to review pertinent message traffic. All sections will have a trained individual capable of drafting and releasing AMHS messages. To request an account contact the I MEF G-6 Helpdesk at 760-725-9199. Once an account is established, all users will have read access by Division/Section, but only select users have message release authority.

       (1) <u>AMHS Address</u>. The AMHS is located at the following address: https://pendleton.amhs.usmc.mil/Amhs/login.asp.

       (2) <u>AMHS Message Templates</u>. AMHS Message Templates are located at the following address: http://imefwss.nmci.usmc.mil/cors/Staffing%20Templates/Forms/All Items.aspx

    p. <u>Marine Corps Action Tracker System (MCATS)</u>. I MEF is tasked by HHQ using MCATS. The I MEF SWO maintains the MCATS account for I MEF. Tasks for I MEF are received by the SWO and then tasked to each respective Division/Section for action via the task tracker and a courtesy email. Respective Divisions/Sections can task subordinate commands via AMHS message traffic or official email correspondence. Individual

Divisions/Sections and MSCs/MSEs do not have accounts. MCATS is located at the following address: https://hqmcats.hqmc.usmc.mil/

     q. Task Tracker. I MEF uses a task tracker located on NIPRNET SharePoint to task, track, and archive tasking supporting the battle rhythm. The task tracker is located at the following address:
http://imefwss.nmci.usmc.mil/Docs/default.aspx

     r. Enterprise Knowledge Management (EKM). Electronic routing/staffing is accomplished using EKM System. When signing up for an account, ensure that user requests to be added to the I MEF Correspondence Community. Administration packages are submitted by Division/Section and routed accordingly within the system by user definitions and end with the SSEC Office.

          (1) EKM accounts can be set up at the following address: https://ekm.nmci.navy.mil/ekm3/default.aspx

          (2) EKM naming conventions and instructions are located at the following address:
http://imef.nmci.usmc.mil/IMO/Tutorials/Forms/AllItems.aspx

     s. Social Media. The I MEF Social Media policy provides guidance and direction from the command on industry and government best practices when using Social Media sites. The I MEF Social Media policy is located on the I MEF SharePoint server at the following address:
http://imefwss.nmci.usmc.mil/IMO/Shared Documents/Social Media/

     t. Common Operational Picture. I MEF operates a COP via the SWO in the MOC. The SWO utilizes Command and Control Personal Computer (C2PC), Command Post of the Future (CPOF), BFT, and Google Earth on SIPRNET. Contact the IMO to request additional capabilities or support.

     u. Video Teleconferencing (VTC). VTC provides the capability to globally share information in a live meeting environment, affording tremendous savings in travel and lodging expenses. Divisions/Sections will consider conducting VTCs as an alternative in order to reduce time and expenses associated with travel.

          (1) Classification. I MEF VTC systems (Tandberg and Defense Video Services – Global) are cleared up to Secret. The Sensitive Compartmented Information Facility (SCIF) provides VTC services for TS/SCI.

(2) Request for VTC. Divisions/Sections will use the VTC Calendar Link on the I MEF G-6 NIPRNET SharePoint Portal to request VTC support. The VTC Calendar Link is located at the following address:
http://imefwss.nmci.usmc.mil/G6/vtc/default.aspx

v.   Voice Communications. Telephones will be the primary means for voice communications in garrison. The Camp Pendleton Telecommunications Office provides conventional telephone service to the I MEF CE. Conventional telephone service includes inter and intra-base direct dialing, commercial off-base access, commercial long distance, and DSN access. Conventional telephone service does not provide secure communications.

(1) Long Distance. Personnel will only use commercial long distance or Direct Distance Dial (DDD) for official purposes and when the DSN is not otherwise available.

(2) Personal Long Distance. Personnel are authorized to make personal long distance calls providing they are collect or are billed to a credit card or a third party (personal commercial telephone). Personnel will reimburse the government for all personal calls charged to the military activity.

(3) Commercial Off-Base. Personnel are authorized to use commercial off-base telephone on a limited, not to interfere basis. To access an off base line, Dial 99 before the area code.

(4) Service requests. Personnel will submit all requests to install, relocate or remove telephones, or modify their current telephone privileges to the G-6 Helpdesk.

w.   Secure Telephone Service Overview. Secure Terminal Equipment (STE) provides DoD-wide secure telephone service over existing telephone networks (e.g., Public Exchange (PBX), DSN). STEs provide limited secure telephone service between designated DoD components and foreign military and combined commands.

(1) Listing. STE telephone numbers will be listed in the Staff Directory.

(2) Permitted Use. Personnel are authorized to use STEs for secure voice and data communications. Personnel will not pass higher levels of classified information than authorized for a specific STE.

(3) <u>Servicing</u>. The G-6 (EKMS Manager) will install, key, rekey, and maintain all STEs, prioritize STE allocations, and coordinate requests for additional STEs.

x. <u>Blackberry Data and Voice Service Utilization Overview</u>. Government wireless devices are for official use only. Members issued these devices are to be briefed on the services provided under the terms of the contract and insure usage is in the best interest of the government. Staff Principals will review the usage of the wireless devices they have authorized on a monthly basis.

(1) <u>Receiving a Blackberry</u>. Each Division/Section must request a Blackberry device through the I MHG Supply Officer. Divisions/Sections must also submit a Move, Add, Change (MAC) request to NMCI for access to email services and synchronization capabilities.

(2) <u>Blackberry Limitations</u>. Short Message Service (SMS), text messaging, ringtone, mobile software or game downloads are not permitted. Data transfer and web access on Non-BlackBerry units is also prohibited. Any individual incurring charges for these services will be held financially liable.

(3) <u>Personal Use</u>. Limited personal use will be accepted under the following guidelines. These guidelines also apply to all government information and telephone systems. Usage for personal gain is strictly prohibited.

(a) Personal usage will not interfere with the performance of assigned duties.

(b) Personal usage will not incur additional expense to the government.

(c) Usage of government owned and procured wireless devices will not be a substitute for personal communications devices.

Section 3 - Correspondence

1. <u>Official Correspondence</u>

a. <u>Physical Routing</u>. Routing of incoming (physical documents) correspondence will be accomplished in such a manner as to ensure expeditious delivery to the staff officers required to take action.

b. Electronic Routing. To the maximum extent possible, correspondence for signature and documents for the information of I MEF CG, DCG or C/S will be routed through EKM.

(1) Background

(a) I MEF utilizes a portal based electronic routing and staffing process located on both NIPRNET and SIPRNET I MEF SharePoint Portals. Electronic correspondence loaded to the NIPRNET is migrated over to SIPRNET daily.

(b) All electronic documents and packages (excluding MCATS and AMHS messages) requiring signature or review by the CG, DCG or C/S will be submitted using the EKM system.

(c) For access to the EKM system or for questions, contact the I MEF IMO.

(2) Origination. The originator of correspondence will create an EKM Action and add each POC chronologically within the EKM system. Additionally, the originator will attach a Route Sheet from the "template" library as a file attachment to enable each Division/Section to add comments as the correspondence is routed. The Route Sheet template prints in a clean format and quickly allows for situational awareness by the reader. The EKM route sheet does not print well and can be confusing to read. Additional comments and files or links can be included within the EKM Action Task.

(3) Actions. When an individual receives an electronic staff package, they will review attached documents and links making appropriate changes and updates. Upon completion of review, they will update the attached route sheet by entering the date of document review and the initials of the reviewer in the appropriate section of the route sheet. The individual will then advance the entire package with updated route sheet and document/links to the next individual on the route sheet with appropriate comments, if required, in the EKM system.

(4) Final actions. Electronic staff packages approved for release or final routing to the CG or DCG will be forwarded to the SSEC administrative clerk for a final format review.

(a) The SSEC office operates under a "15 minute rule" that allows for minor adjustments to format and modifications. If a package requires more than 15 minutes of work, the SSEC will send the package back to the originator for action.

(b) The SSEC will print the required documents and present to the C/S for review and corrections.

(c) Once the package is signed, the SSEC will scan the signature page and attach the file to the package. External correspondence will be saved as an adobe pdf file before being forwarded outside of the command. The SSEC will return the completed and signed package back to the originator through EKM and save a complete copy of the final working documents and the converted pdf in the correspondence archive folder.

2. <u>Control Points, Control Criteria, Routing</u>

    a. <u>Control Points</u>

       (1) The Security Manager is the control point for all incoming registered, certified "COMMANDER I MEF" addressed mail and all Classified Material delivered via courier. Classified material received at the Classified Control Point not conforming to the definition of "correspondence" will be processed according to security regulations.

       (2) The Adjutant Mail and Files Section G-1 is the control point for all unclassified mail.

    b. <u>Control Criteria</u>. Incoming unclassified correspondence that meets any of the following criteria will be placed under control:

       (1) Correspondence that has a due date and is considered to be other than routine.

       (2) Correspondence that is forwarded to another command via I MEF that pertains to policy, mission or reports of inspections.

       (3) Correspondence in which recommendations are made to or comments are solicited from the Commander.

       (4) Correspondence that is signed by a flag or general officer and is considered to be other than a routine matter.

       (5) Official correspondence from members of the U.S. Congress (congressional correspondence).

       (6) All audit reports.

       (7) Requests for information under the FOIA.

(8) The Adjutant, or the designated agent, will be responsible for the disposition of records matter and shall ensure prompt and proper compliance with established disposition schedules.

(9) The office of the SJA will maintain investigations involving line of duty/misconduct determinations.

c. The Control Sequence

(1) Upon receipt, correspondence will be examined at the appropriate control point to determine if it meets the control criteria. If it does, a routing sheet will be attached and an appropriate control date assigned.

(2) Preparation and Use of Routing Sheets. Routing sheets will be placed on all unclassified and classified correspondence. Addressees will enter the date of receipt and date of forwarding, and initial the routing sheet in ink. If action by separate letter or message is required, the action officer will summarize action taken and record the identification of the action document on the routing sheet.

(3) Control Dates. When correspondence contains a "respond by date," this date normally becomes the control date and is inserted on the routing sheet in the space titled "Due at Control Point."

(4) Assignment of Action. The control point will indicate on the routing sheet the Division/Section assigned responsibility for the completion of action required.

(5) Change of Action. If the assignment of action is not concurred with, the Division/Section will initiate a change of action by indicating in the remarks block of the routing sheet which Division/Section is more appropriately tasked and obtain their concurrence. The routing sheet should then be returned to the SSEC. In the event concurrence cannot be obtained, the correspondence and supporting rationale will be returned to the control point for disposition by the C/S. It is imperative that the change of action be accomplished on the date of receipt to ensure the original "due date" is met.

(6) Disposition Instructions. The routing sheet contains a block in which to indicate what is to be done with the correspondence after action has been taken. The Division/Section assigned action will complete this block.

3. Classification of Correspondence

    a. Unclassified Correspondence. The term "correspondence,"
as used in this subparagraph, does not include directives
described in the current edition of MCO P5215.1 (Marine Corps
Directives System) and similar instructions/publications from
other branches of the armed forces. The I MEF Adjutant will
receive and route all unclassified correspondence directly to
the appropriate "action" addressee's Division/Section. The
"action" addressee or action officer may indicate additional
Divisions/Sections to see the correspondence by inserting the
desired numerical routing sequence and action code on the
routing sheet.

    b. Classified Correspondence. The term "correspondence,"
as used in this subparagraph, includes all classified letters,
orders, directives or publications received by the I MEF CE.
The Security Manager (during and after hours) will receive and
route all classified correspondence. Classified documents shall
be routed to the staff officer having primary cognizance over
the subject matter for action and thereafter to interested staff
officers on a need-to-know basis. The compartmentalization
concept precludes routing or disclosing classified matter except
on a strict need-to-know basis.

    c. Disclosure Record. TS material falls under the purview
of the Top Secret Control Officer, (TSCO). The I MEF Security
Manager is assigned the task of TSCO. The I MEF SSO is
designated as the TSCO's delegate within the G-2. All TS
material will be controlled by the TSCO, and will be routed with
TS routing sheets. The TS routing sheet, which provides spaces
for signatures as a disclosure record, will be signed by every
person who has occasion to read or process the document.

4. Correspondence Mailing

    a. Except for matters within the cognizance of the SJA
(i.e., matters related to military justice or administrative or
installation law matters), all correspondence to HHQ will be
mailed by the SSEC.

    b. Classified correspondence will be assembled in the same
manner but will be forwarded to the Classified Control Point
within the Security Manager's Office for mailing. A copy of the
endorsement, attached to the route sheet, will be returned to
the SSEC via the Classified Control Point if the endorsement is
unclassified.

c. If special postal service is to be used, the appropriate designation ("REGISTERED MAIL" or "CERTIFIED MAIL"), will be typed in capital letters or stamped at the left margin, on the fifth line below the last line of the address in the letterhead.

5. Filing of Unclassified Correspondence. The Adjutant will maintain a copy of all correspondence, directives, and regulations received by or transmitted from I MEF with the following exceptions:

a. Assistant Chief of Staff, G-1. Maintains the "Official File Copy" of all T/Os, manpower related documents and civilian personnel information. Additionally, the G-1 maintains the "Official File Copy" of all Navy manpower authorizations (OPNAV 1000/2).

b. Staff Judge Advocate. Maintains the "Official File Copy" of all legal records.

c. Assistant Chief of Staff, G-2. Maintains the "Official File Copy" of all investigations processed by G-2 and all Sensitive Compartment Information (SCI) correspondence.

e. Assistant Chief of Staff, G-3. Maintains the "Official File Copy" of all operational records and correspondence.

f. Assistant Chief of Staff, G-4. Maintains the "Official File Copy" of all modification of allowance (MOA) correspondence and facilities information.

g. Assistant Chief of Staff, G-5. Maintains the "Official File Copy" of all plans and policy correspondence.

h. Assistant Chief of Staff, G-6. Maintains the "Official File Copy" of all communication/network system records.

i. Assistant Chief of Staff, G-8. Maintains the "Official File Copy" of all financial records.

j. Command Inspector General. Maintains the "Official File Copy" of all inspector, legislative affairs, and equal opportunity correspondence, inspection reports, investigations, hotline inquiries, and safety report information.

k. Public Affairs Branch. Maintains the "Official File Copy" of public relations information.

l. Staff Secretary. Maintains the "Official File Copy" of all "Personal For" (P4) messages/ correspondence.

m. Staff officers as designated above will maintain files under their cognizance.

n. The "action" Division/Section for the correspondence concerned will prepare the copy for the official files to include the basic correspondence and all endorsements and enclosures, unless otherwise noted.

6. <u>Directives Review</u>. Annual review of directives will be conducted by the Division/Section having cognizant authority over the directive subject matter.

7. <u>Policy, Orders & Bulletins</u>. Includes I MEF orders, directives, bulletins, policy letters or related correspondence for CG, DCG or C/S action or information routed through I MEF Adjutant. I MEF Adjutant will maintain an archive of all signed I MEF orders, directives, bulletins, policy letters or related correspondence.

Section 4 – Task Management

1. <u>Task Tracker</u>. I MEF uses an electronic task tracker to task, track, and archive tasking. The task tracker is a C/S tool used to synchronize staff efforts in prioritizing tasks and identifying command level issues. The task tracker is located at the following address: http://imefwss.nmci.usmc.mil/Docs/default.aspx.

2. <u>Internal Tasking</u>

a. <u>Internal Task Overview</u>. Internal tasks are assigned to ensure the Command Group receives timely and complete responses to questions and/or requirements.

b. <u>Task Authority</u>. Tasks are assigned to the staff by the CG, DCG, and C/S.

c. <u>New/Emerging Tasks</u>. Each new task will be created under the "emerging task" section to be prioritized, reviewed, and assigned by the C/S. The assigned Division/Section will continue to work on the task until and unless the C/S reassigns the task to another Division/Section. This process ensures the C/S maintains visibility on tasks directed by the CG or DCG that may have been tasked directly.

d. <u>Responsible Party</u>. All tasks will be created by the Division/Section receiving the task. All tasks received by the CG, DCG or C/S that apply to more than one Division/Section or

require Title 10 action involving another command will be reflected as a task.

     e.   Exceptions. Tasks assigned specifically to one Division/Section for response directly to either the CG, DCG or C/S that do not impact or cross additional Divisions/Sections. For example, the CG tasks the G-2 for intelligence products on a particular subject; this task would be tracked internally by the G-2 and would not appear on the tracker for the rest of the staff.

     f.   Task Priorities. The C/S will review the tasks with the Staff during the C/S meeting and throughout the week, as required, to provide priority of effort and maintain oversight. The C/S will prioritize the most significant tasks and approve all requests for extension of deadlines. Requests for extensions must be coordinated by the assigned Division/Section prior to the due date.

     g.   The SSEC owns the task tracker and will administratively manage the tasks under the cognizance of the C/S. Staff Divisions/Sections are responsible for updating and editing tasks in the task tracker.

     h.   Completed tasks. When a task is completed the responsible Division/Section will denote "Complete" in the comment section of the task. The C/S will review all completed tasks at the C/S meeting. The SSEC will then select "completed" in the actions section of the task. Doing so provides a historical archive of tasks.

3. External Tasking

     a.   External task overview. Official tasks that require action by I MEF are normally received two ways: AMHS message or, in the case of HQMC tasks, via MCATS. Other forms of tasking from HHQ could be received by email or verbally.

          (1) External tasking to MSCs/MSEs from the I MEF CE can be accomplished by the applicable Division/Section to their respective counterpart at the MSCs/MSEs level. However, tasks that involve manpower or resources must be coordinated with the appropriate General Staff section. For example a manpower task would be coordinated by the G-1, an equipment task coordinated with the G-4 and G-3, etc… The spirit of intent and best judgment are implied given the power and authority vested by the CG in the General and Special Staff principals.

(2) <u>AMHS Messages</u>. Divisions/Sections are responsible
for monitoring applicable AMHS mailboxes and responding via
official message traffic as required for tasking.

(3) <u>MCATs</u>. The SWO will enter all MCATs into the
emerging tasks category of the task tracker and will send an
email notification to the Division/Section addressed for action.
Once the task is properly staffed and completed, the SWO will
upload the response into MCATs for release.

b. <u>New/Emerging Tasks</u>. Only external tasks that require
commitments of manpower or resources will be recorded and
tracked by the task tracker. New tasks will be created under
the "emerging task" section to be prioritized and reviewed by
the C/S. However, the assigned Division/Section will continue
to work on the task until the C/S officially confirms and
assigns the task to the appropriate Division/Section. This
process ensures the C/S maintains visibility on all external
tasks.

c. <u>Responsible Party</u>. All tasks will be created by the
Division/Section receiving the task.

d. <u>Task Priorities</u>. The C/S will review the tasks with the
Staff during the C/S meeting and throughout the week, as
required, to establish priority of effort and maintain
oversight. The C/S will prioritize the most significant tasks
and approve all requests for extension of deadlines. Requests
for extensions must be coordinated by the assigned
Division/Section prior to the due date.

e. The SSEC owns the task tracker and will administratively
manage the tasks under the cognizance of the C/S. Staff
Divisions/Sections are responsible for updating and editing
tasks in the task tracker.

f. <u>Deadlines</u>. Every effort must be made to ensure external
tasks are answered in a timely manner. When a timely response
to an external task is not possible, the Division/Section tasked
with providing the response will brief the C/S prior to
requesting any extension from HHQ.

g. <u>Completed tasks</u>. When a task is completed the
responsible Division/Section will denote "Complete" in the
comment section of the task. The C/S will review all completed
tasks at the C/S meeting. The SSEC will then select "completed"
in the actions section of the task. Doing so provides a
historical archive of tasks.

h. AHMS

        (1) AMHS Messages. Response traffic requiring CG, I MEF
release authority will be released by the SWO. All other AMHS
message traffic will be released by the designated releasing
authority of the assigned section.

        (2) AMHS Monitoring. The I MEF SWO will monitor
incoming and outgoing AMHS traffic to maintain situational
awareness. The SWO, however, is not responsible for releasing
messages or taking action on messages addressed to I MEF General
or Special Staff.

        (3) AMHS Drafting. Messages will be drafted IAW the
references. Ensure CG, I MEF is included as info unit on all I
MEF generated messages.

        (4) AMHS Routing. Messages requiring routing will be
electronically routed for release authority utilizing the EKM
process. Once granted release authority, the Division/Section
generating the message will release the message utilizing AMHS.

        (5) Exception. AMHS messages from CG I MEF will be
released by the SWO.

        (6) AMHS Personal For. P4 messages will be released by
the SSEC who will maintain an archive of released P4 messages.

    i. MCAT responses. Once the task is properly staffed and
completed, the SWO will upload the response into MCATs for
release.

                Section 5 – Reports and Forms

1. Reports

    a. Battle Command Display (BCD). The BCD is a situational
awareness tool designed to enhance the decision cycle between
the I MEF CE Staff. Each Division/Section maintains a dashboard
linked to the BCD to share and collaborate information directly
with the CG. The BCD/Dashboard represents the culmination of
staff channel communications. The BCD provides a common
operating picture, and is a platform to improve decisions,
identify trends, and increase operational tempo allowing the
staff to directly communicate decision requirements in a dynamic
fashion. The BCD reinforces communications between staff and
the CG/DCG of I MEF. Approval for I MEF C/E personnel to view
the BCD resides with the C/S via the IMO. For access or more

information regarding the BCD or Staff Dashboard contact the IMO.

    b. Task Tracker. I MEF uses am electronic task tracker to task, track, and archive tasks ISO the battle rhythm.

    c. While You Were Gone (WYWG). During periods that the CG is travelling, the WYWG will take the place of the weekly CG's meeting. The WYWG is a narrative of accomplishments and important issues that require CG level attention.

    d. Assessment Brief (SIPRNET). Provided to the CG via PowerPoint on a monthly basis. The Assessment Brief allows Divisions/Sections to outline key issues, build CG situational awareness on emerging trends and provide data for future decisions.

    e. Trip Agendas and Reports. I MEF CE personnel, MSC or MSE personnel representing I MEF CE will provide a Trip Agenda to the respective Division/Section principal five business days prior to travel. Upon the completion of travel, a trip report will be submitted to the respective Division/Section principal. The Division/Section principal or SSEC will provide a brief synopsis of any relevant information to the C/S.

2. Forms

    a. When a document is to be provided to the CG, DCG or C/S, Divisions/Sections will use the approved standard format for the document/brief being produced. These standard document and brief templates can be found on the I MEF SharePoint unclassified and classified web page under the correspondence template library. Examples of commonly used documents are listed below.

    b. Commonly Used Documents

        (1) Personal For (P4). P4 messages are utilized by General Officers to convey personal information. The SSEC will release and archive all I MEF P4 messages.

        (2) Fitness Report Matrix. The I MEF Fitness Report matrix details the RS and RO responsibilities for all I MEF and MSC C/E personnel.

        (3) Recommended Reviewing Officer (RO) Comments Worksheet. The RO Comments Worksheet will be utilized by all I MEF Reporting Seniors (RS) when submitting fitness report comments to a RO.

(4) <u>Information Paper</u>. This document is used to provide factual information in concise terms to prepare the recipient for a discussion and/or meeting.

(5) <u>Decision Paper</u>. This document is used to obtain a decision from the Commander on an issue or proposed course of action.

(6) <u>Position Paper</u>. This document develops and recommends an official position on a particular proposition.

(7) <u>Point Paper</u>. This document is designed to present key points, facts, positions, or questions in a brief and orderly fashion.

(8) <u>Talking Paper</u>. This document is used to advance a point of view or summarize an action or proposal. Often written in narrative format, it provides concise comments for use during a meeting or oral presentation.

(9) <u>Memorandum for the Record</u>. A memorandum for the record is prepared to record the impression, information, conclusion or decision which arose out of a formal or informal discussion, conference, meeting or telephone conversation.

(10) <u>Standard Naval Letter</u>. This document is used to officially correspond with addressees within the DoD or when writing to addressees outside the DoD if it is known that they have adopted the same format.

(11) <u>Endorsement Letter</u>. This document is used to forward comments, recommendations or information through the chain of command, but may also be used to redirect a letter.

(12) <u>Route Sheet</u>. The I MEF route sheet is utilized for staffing of documents that cross functional areas or documents sent to the Command Group.

(13) <u>VTC Request Form</u>. This form is used to request VTC scheduling.

(14) <u>Letter of Instruction (LOI)</u>. A LOI is a document that describes the execution of an activity and required tasks.

(15) <u>MEF Bulletin</u>. Bulletins are published to inform the MEF of changes and updates in policy and procedures.

(16) MEF Order. MEF orders are written to establish regulations, procedures, and processes as well as define functions and responsibilities.

(17) POM Initiative Template. This template defines and justifies unfunded initiatives and the funding requirement for those initiatives through the FYDP.

(18) Current Year Deficiency Template. This template defines and justifies a requirement for which additional funding is being requested.

(19) Annual Statement of Assurance(SoA). This document is required for preparation of the MCMICP annual SoA.

(20) Vulnerability Assessment. This form is used to determine vulnerability of an Assessable Unit (AU) within the command.

(21) Risk/Control Assessment. This form is used to document risk associated with an identified AU, the control measures in place to mitigate the risk and the effectiveness of the controls.

(22) SAAR Form. SAAR forms are required for authorization to access the I MEF NIPRNET, SIPRNET, and CENTRIX data networks. The G-6 Helpdesk coordinates and supports all SAAR requirements.

(23) Information Technology Waiver Request Form. This form is required before any purchase of computers, ancillary equipment, software, firmware and/or services can be made by I MEF.

Section 6 - General Administration

1. Leave/Liberty. All General and Special Staff principal leave will be approved by the C/S. Staff deputies will administratively approve the leave in Marine Online. Below the principal level, leave will be approved by the Division/Section. The liberty policy will be published annually via separate correspondence.

2. Sponsorship Program. The G-1 manages the personnel sponsorship program for Marines who are in receipt of PCS orders to the I MEF CE. The G-1 coordinates with staff sections to assign Marines a sponsor to assist them prior to and during their transition.

3. TAD. All General and Special Staff principals will notify the C/S for TAD approval. Below the principal level, TAD will be approved by the Division/Section.

4. Fitness Reports. Handled IAW Fitness Report Matrix located on SharePoint site. Owner of Fitness Report Matrix is the SSEC.

5. Conference and Meeting Room Use and Scheduling

    a. CG Conference Room

        (1) Location. The CG Conference Room is located on the second deck of building 210701, room 222. This conference room is equipped with VTC, SIPRNET and NIPRNET capability, and can be used for classified Secret briefs. It can hold 48 people.

        (2) Scheduling. Requests to use the CG Conference room will be submitted to I MEF SSEC via email to I MEF SSEC mailbox (IMEFCEStaffSecretary@usmc.mil). I MEF SSEC will respond to requests and confirm availability. Once availability is confirmed, the requesting individual or group will send an outlook meeting request to conference invitees. The invitation must include the email address for the I MEF CG's Conference Room from the global address list (IMEFCECGConf.fct@usmc.mil).

    b. MOC (G-3)

        (1) OPT Room. The MOC OPT room is located on the first deck of building 210723, room 117. This conference room is equipped with a VTC and multiple computer driven overhead projectors, and can be used for classified Secret briefs. It can hold 15 – 20 people.

        (2) Auditorium. The MOC Auditorium is located on the first deck of building 210723, room 103. This auditorium is equipped with a VTC, multiple computer driven overhead projectors, and microphones. It can be used for classified Secret briefs and can hold 122 people.

        (3) Crow's Nest. The MOC Crow's Nest is located on the second deck of building 210723, room 206. This room is equipped with a VTC and a SMART board overhead projector. It can be used for classified Secret briefs and can hold 12-15 people.

        (4) Conference Room. The MOC Conference Room is located on the first deck of building 210723, room 116. This room is equipped with a white board, and SMART board overhead projector. It can be used for classified Secret briefs and can hold 12-15 people.

(5) Scheduling. Scheduling is managed by the COPS MOC Watch, NIPRNET email: mccwatch.imef.fct@usmc.mil, phone number: 725-4237. Scheduling oversight is provided by the current Ops Chief and SWO. These spaces are primarily reserved for use by the I MEF staff. Exceptions are made for use of the auditorium on a case-by-case basis.

c. G-2 Conference Rooms

(1) Location. The G-2 maintains two Conference Rooms, one in building 210723 (room 224) and the other in building 210722. The conference rooms are located on the second deck of each building. These spaces are equipped with TS/SCI VTCs, white boards, and can be used for TS/SCI briefs and/or VTCs. The conference room in building 21703 can seat approximately 20 people and the space in building 210722 has a maximum occupancy of 30 people.

(2) Scheduling. Requests to use G-2 Conference Rooms must be submitted to the I MEF Assistant SSO at (760) 763-2584. The I MEF Assistant SSO will respond to requests and confirm availability. It is imperative that requestors ensure that e-mailed requests sent via the NIPRNET do not include classified information. Prior to submitting requests, requestors will ensure that attendees possess a TS/SCI clearance for admittance/access into G-2 SCIFs.

d. G-6 Conference Room

(1) Location. The G-6 Conference Room is located on the first deck of building 210722, room 105. This room is equipped with Secure and Unclassified VTCs, a SMART board overhead projector, conference calling capability, computer projection onto plasma TV, and can be used for classified Secret material briefings. It can hold 37 people.

(2) Scheduling. Requests to use the G-6 Conference Room must be submitted through the I MEF Communications Chief, Deputy G-6 or G-6 Clerk at the following DSN numbers 725-9175 or 725-9176. Upon confirmation of availability, POC information and the reason for use will be added to the G-6 Conference Room Calendar by the G-6 Clerk for tracking.

e. G-7 Conference Room

(1) Location. The G-7 Conference Room is located on the first deck of building 210821, across from the administration shop. This room is equipped with a SMART board overhead

projector, and computer driven projector. It can be used for classified Secret briefs and can hold 20 people.

     (2) <u>Scheduling</u>. Requests for use should go through the G-7 Admin Chief at 725-9259.

    f. <u>I MEF Compound Courtyard</u>

     (1) <u>Location</u>. Located in the open area between the MOC and building 210701. Remote sound and microphone are available with prior coordination.

     (2) <u>Scheduling</u>. Requests to use the Courtyard will be submitted to I MEF Protocol via email to I MEF Protocol mailbox (IMEFProtocol@usmc.mil). I MEF Protocol will respond to requests and confirm availability.

Chapter 5 - List of Acronyms and Abbreviations

AAWG	Amphibious Advocacy Working Group
AC/S	Assistant Chief of Staff
ADOS	Active Duty Operational Support
AIS	Automated Information Systems
AMHS	Automated Message Handling System
AO	Approving/Authorizing Official
AOR	Area of Responsibility
AR	Active Reserve
AT	Antiterrorism
AT/FP	Antiterrorism Force Protection
ATC	Advisor Training Cell
ATO	Antiterrorism Officer
AU	Assessable Unit
B2C2WG	Boards, Bureaus, Centers, Cells and Working Groups
BCD	Battle Command Display
BFT	Blue Force Tracker
BLT	Battalion Landing Team
BUMED	Bureau of Medicine
C2	Command and Control
C2PC	Command and Control Personal Computer
C/S	Chief of Staff
CA	Civil Affairs
CBA	Centrally Billed Account
CBRN	Chemical, Biological, Radiological and Nuclear
CCIR	Commander's Critical Information Requirement
CE	Command Element
CENTCOM	Central Command
CENTRIX	Combined Enterprise Regional Information Exchange
CERTEX	Certification Exercise
CI	Counterintelligence
CICR	Counterintelligence Collection Requirements
CIG	Command Inspector General
CI/HUMINT	Counterintelligence/Human Intelligence
CIWG	Communications Integration Working Group
CG	Commanding General
CGIP	Commanding General's Inspection Program
CIPP	Counterintelligence Protection Priority
CMC	Commandant of the Marine Corps
CMDMC	Command Master Chief
CMO	Civil Military Operations
CNA	Center for Naval Analysis
CNO	Chief of Naval Operations
CO	Certifying Officer
CO	Commanding Officer
COL	Certifying Officer Legislation
COMTHIRDFLT	Commander, Third Fleet

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CONGRINT        Congressional Interest
CONPLAN         Contingency Plan
COP             Common Operational Picture
COPS            Current Operations
COSC            Combat Operational Stress Control
CPOF            Command Post of the Future
CRF             Corrosion Repair Facility
CRSP            Combat Ready Storage Program
CRWG            Civilian Resource Working Group
CSS             Combat Service Support
CTO             Commercial Travel Office
CYD             Current Year Deficiency
DBRM            Daily Battle Rhythm Matrix
DCG             Deputy Commanding General
DCO             Defense Connect Online
DDD             Direct Distance Dial
DENBN           Dental Battalion
DIRLAUTH        Direct Liaison Authority
DISA            Defense Information Systems Agency
DMM             Debt Management Monitor
DMO             Distribution Management Officer (was TMO)
DoD             Department of Defense
DoE             Department of Education
DoJ             Department of Justice
DONCAF          Department of the Navy Central Adjudication
                    Facility
DoS             Department of State
DOT             Deployment Operations Team
DRRS-MC         Defense Readiness Reporting System - Marine Corps
DSCA            Defense Support of Civil Authorities
DSN             Defense Switched Network
DTA             Defense Travel Administrator
DTMO            Defense Travel Management Office
DTS             Defense Travel System
DVWG            Distinguished Visitor Working Group
ECOMS           Executive Committee of the Medical Staff
EDL             Equipment Density List
EFDS            Expeditionary Force Development System
EKM             Enterprise Knowledge Management
EKMS            Electronic Key Management System
ELMP            Enterprise Level Maintenance Program
EOD             Explosive Ordnance Disposal
EOS             Executive Off-Site
EXPO            Expeditionary Operations
FASMO           Field Supply and Maintenance Office
FCP             Family Care Plan
FDMA            Frequency Domain Multiple Access
FDP&E           Force Deployment Planning and Execution
FDTA            Finance Defense Travel Administrator
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FHP	Force Health Protection
FMWG	Force Management Working Group
FOIA	Freedom of Information Act
FOPS	Future Operations
Forces For	Forces For Unified Commanders
FOS	Feasibility of Support
FP	Focal Point
FRAGO	Fragmentary Order
FRO	Family Readiness Officer
FRTP	Fleet Readiness Training Program
FSR	Field Service Representative
FY	Fiscal Year
GCSS-MC	Global Combat Support System Marine Corps
GEOINT	Geospatial Intelligence
GFM	Global Force Management
GTCC	Government Travel Charge Card
HA/DR	Humanitarian Assistance/Disaster Relief
H-A-S	Higher - Adjacent - Subordinate
HSAP	Health Service Augmentation Program
HSSE	Health Service Support Element
HHQ	Higher Headquarters
HQ	Headquarters
HQMC	Headquarters Marine Corps
HRST	Helicopter Rope Suspension Training
HUMINT	Human Intelligence
I MEF	I Marine Expeditionary Force
I&R	Information and Referral
IA	Individual Augment
IA	Information Assurance
iAPS	Improved Award Processing System
IAW	In accordance with
IBA	Individually Billed Account (GTCC)
ICC	Internal Control Coordinator
ICW	In conjunction with
IDD	Improvised Detection Dogs
ILOC	Intermediate Location
IM	Information Management
IMA	Individual Mobilization Augment
IMO	Information Management Officer
IMR	Individual Medical Readiness
IO	Information Operations
IPB	Intelligence Preparation of the Battle Space
ISMO	Information System Management Officer
ISO	In support of
ISOPREP	Isolated Personnel Report
IT	Information Technology
JOPES	Joint Operation Planning and Execution System
JPAS	Joint Personnel Adjudication System
JSCP	Joint Strategic Capabilities Plan

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JSTP              Joint Service Training Program
LAN               Local Area Network
LDTA              Lead Defense Travel Administrator
LOA               Line of Accounting
LOI               Letter of Instruction
LOO               Lines of Operation
LSSS              Legal Services Support Section
MAC               Move, Add, Change
MAID              Mobilization, Activation, Integration,
                     Deactivation
MAGTF             Marine Air Ground Task Force
MARCORLOGBASE     Marine Corps Logistics Base
MarDiv            Marine Division
MARFOR            Marine Force
MARFORRES         Marine Forces Reserve
MARFORPAC         Marine Forces Pacific
MAW               Marine Aircraft Wing
MCATS             Marine Corps Action Tracking System
MCCDC             Marine Corps Combat Development Command
MCIA              Marine Corps Intelligence Activity
MCI WEST          Marine Corps Installations West
MCM               Marine Corps Manual
MCMO              MEF Communication Security Management Office
MCMICP            Marine Corps Managers' Internal Control Program
MCRD              Marine Corps Recruit Depot
MDDOC             MAGTF Deployment Distribution Operations Center
MEB               Marine Expeditionary Brigade
MEU               Marine Expeditionary Unit
MIC               MEF Intelligence Center
MICP              Marine Intelligence Campaign Plan
MHG               MEF Headquarters Group
MLG               Marine Logistics Group
MMEA              Manpower Management Enlisted Assignments
MOC               MEF Operations Center
MOS               Military Occupational Specialty
MOU               Memorandum of Understanding
MPF               Maritime Preposition Force
MRRS              Medical Readiness Reporting System
MSC               Major Subordinate Command
MSE               Major Subordinate Element
MTT               Mobile Training Team
MWG               Manpower Working Group
MYR               Mid-Year Review
NDCCP             Naval Dental Center, Camp Pendleton
NDEA              Non-DTS Entry Agent
NEO               Non-Combatant Evacuation
NIPRNET           Non-Secure Internet Protocol Router Network
NJP               Non-Judicial Punishment
NMCI              Navy and Marine Corps Internet
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NRE         Naval Research Enterprise
OAA         Operations, Actions and Activities
OAG         Operational Advisory Group
ODTA        Organizational Defense Travel Administrator
OIC         Officer in Charge
OPT         Operational Planning Team
OPLAN       Operations Plan
P4          Personal For
PA          Public Affairs
PACOM       Pacific Command
PAO         Public Affairs Office
PBX         Public Exchange
PCR         Personnel Casualty Report
PDHRA       Post Deployment Health Readiness Assessment
PIR         Priority Intelligence Requirement
POC         Point of Contact
POM         Program Objective Memorandum
PP&O        Plans, Policy, and Operations
PR          Personnel Recovery
PTP         Pre-deployment Training Program
R2I         Rapid Response Integration
RA          Reserve Affairs
RE&A        Resource Evaluation and Analysis
RILOC       Return Intermediate Location
RIST        Reserve Integration Support Team
RLO         Reserve Liaison Officer
RO          Reviewing Officer
RO          Routing Official
ROE         Rules of Engagement
RP          Religious Program
RS          Reporting Senior
S&T         Science and Technology
SABRS       Standard Accounting Budget and Reporting System
SAAR        System Authorization Access Request
SARC        Sexual Assault Response Coordinator
SCI         Sensitive Compartmented Information
SCIF        Sensitive Compartmented Information Facility
SERE        Survival Evasion Resistance Escape
SIGINT      Signals Intelligence
SIPRNET     Secure Internet Protocol Routing Network
SIR         Serious Incident Report
SgtMaj      Sergeant Major
SJA         Staff Judge Advocate
SME         Subject Matter Expert
SMS         Short Message Service
SoA         Statement of Assurance
SOCAL       Southern California
SOFA        Status of Forces Agreement
SOTG        Special Operations Training Group
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SOUTHCOM        Southern Command
SSO             Special Security Office
SSEC            Staff Secretary
ST&E            Science, Technology, and Experimentation
STE             Secure Terminal Equipment
STO             Special Technical Operations
SVTC            Secure Video Teleconference
SWO             Senior Watch Officer
TACSOP          Tactical Standard Operating Procedures
TCWS            Tactical Collaborative Work Suite
TDMA            Time Domain Multiple Access
TECG            Tactical Exercise Control Group
TEEP            Training Exercise and Employment Plan
TPFDD           Time Phased Force Deployment Data
TRAP            Tactical Recovery of Aircraft and Personnel
TS              Top Secret
TSC             Theater Security Cooperation
TSCO            Top Secret Control Officer
TWG             Training Working Group
UCMJ            Uniform Code of Military Justice
UCP             Unified Command Plan
UPFRP           Unit Personal Family Readiness Program
USMARCENT       U.S. Marine Corps Forces, Central Command
USMC            United States Marine Corps
USN             United States Navy
USNORTHCOM      U.S. Northern Command
VIP             Very Important Person
VOIP            Voice-Over Internet Protocol
VOSIP           Voice-Over Secure Internet Protocol
VPN             Virtual Private Network
VTC             Video Teleconference
WAN             Wide Area Network
WYWG            While You Were Gone
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