



Enhanced Company Operations Update

MCCDC/NDIA Wargame

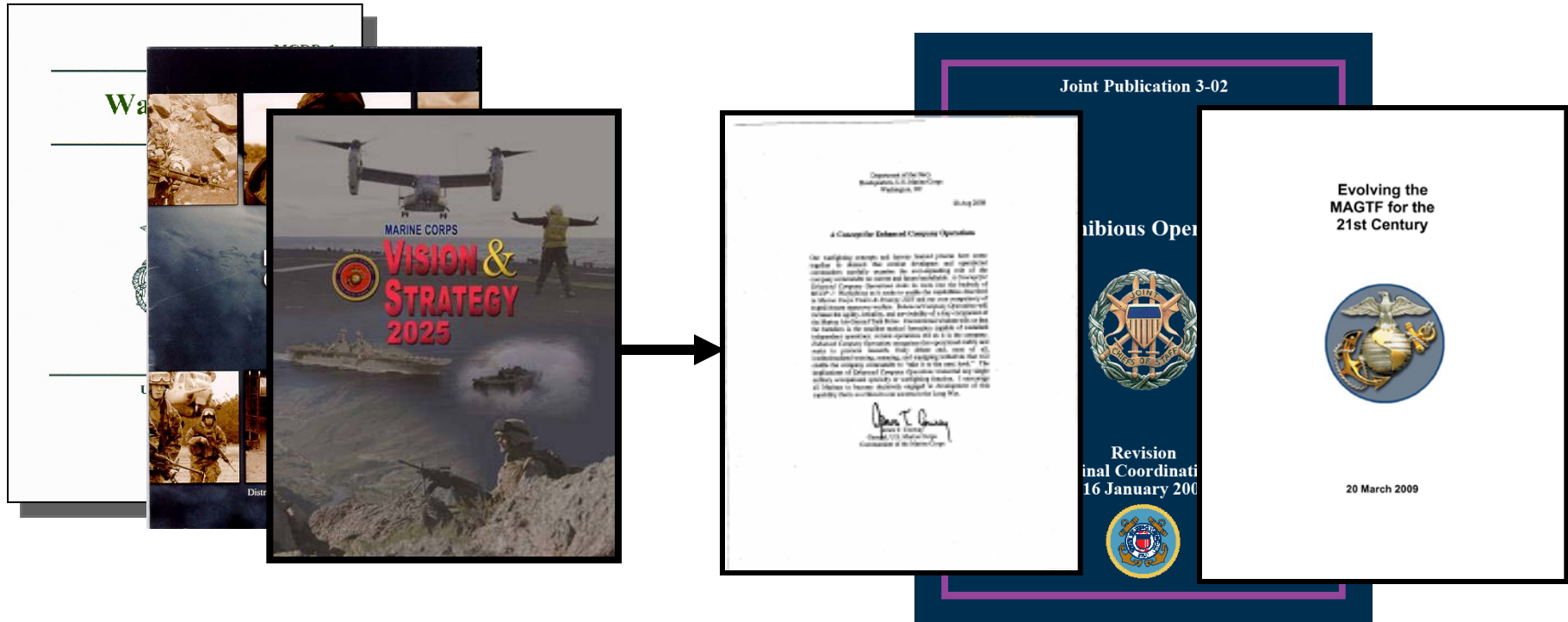
25 Aug 2009

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Marine Corps Warfighting Lab
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ECO is an Enabling Objective



MCWL Mission: “Conduct **concept-based** experimentation to develop and evaluate tactics, techniques, procedures and technologies....”



- Concepts (STOM, DO, ECO) reflect theology (MCDP-1, Vision & Strategy 2025) ... and challenge authority (JP 3-02)
- **ECO is a connecting file between DO and Enhanced MAGTF Operations**
 - Reflects an operational imperative
 - Continues the bottom-up approach started with Distributed Operations
 - Focus on **Vision & Strategy 2025**

What We're Thinking



- The lesson of 2/7.... Mission change (Phase 0 to Phase 2 in a flash); MAGTF-ery in general
- Afghanistan is a window to the future (battlefield size & geometry)
 - Our enemies are ruthless and capable; they employ complex tactics and are willing to fight
- The line between special operations and conventional forces continues to blur
 - Coordination between the two cannot be taken for granted...
... either in combat development or on the battlefield
- Companies conduct sustained independent operations across multiple battlefield functions
 - Beyond line of sight “up,” “across,” and “down”
 - Table(s) of Organization are deficient
 - Manning, training, equipping (as a result) need a hard look
- Combined arms operations occur at company, even platoon (Co/Plt combat teams)
 - Runs the gamut from squad leaders employing air and surface fires to
 - **Company commanders acting as fire support coordinators, not just target servicers**
- Best intelligence, and overall SA, comes from the bottom up and is shared “among friends”
 - Company-level Intelligence Cell/Company-level Operations Center
- Logistics is a real problem
 - Step 1 is reducing demand (water, power)
 - CASEVAC
- Roads are the kill zones of the 21st Century: continued interest in unmanned systems
 - Where do these systems live?
 - Airspace management?
- We are too heavy – both as individuals and as formations

Our Objectives are not Mutually Exclusive



Today's Fight

Tomorrow's Requirement

Marine Corps Warfighting Lab
5-year Experiment Campaign Plan
(Updated every year)

Enhanced MAGTF Ops
Company Landing Team
(2011-)

Enhanced Company Ops (07-10)
Company-level Ops Center (Light)
Company-level Ops Center (FOB)
Distributed Logistics/
Lighten the Load

Distributed Operations (04-06)
Two LOEs (test in OEF)
Squad Fires
Combat Hunter

Infantry Skills
Simulation

Moving Target
Engagement

Future Immersive
Training
Environment

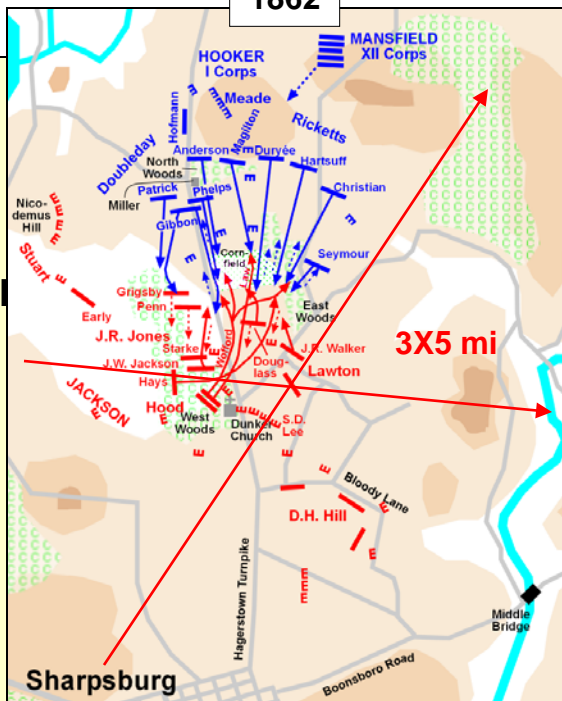
“DO” was a Logical Starting Point



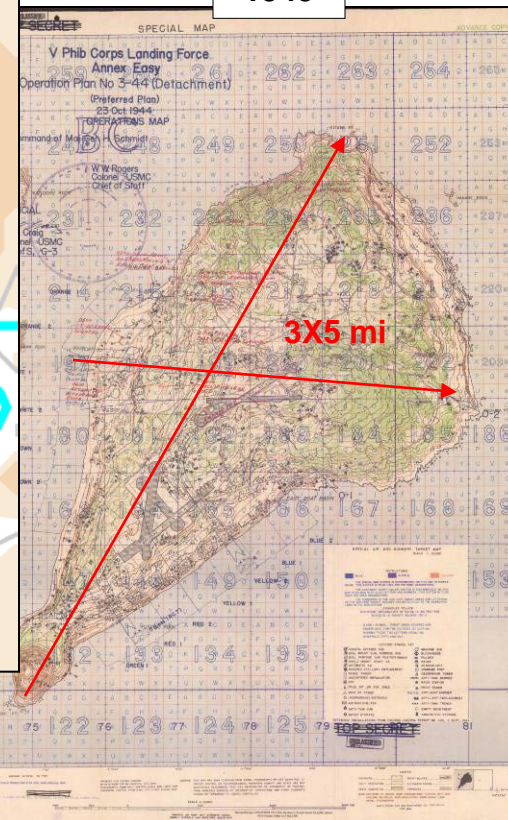
2004-2006

- Candid self assessment based on recognition that the battlefield was changing
- Deficiencies at individual and small unit levels
- Bottom-up approach
- Enable tactical units to distribute *because* of their manning, training, and equipping, not *in spite* of it
- Result:
 - Significant improvement in individual and squad level training (Infantry Squad Leaders Course, Tactical Small Unit leaders Course, Combat Hunter)
 - Revised Infantry Battalion Table of Equipment
- Intellectual shift to non-doctrinal employment of ground forces

1862



1945



2009



Enhanced Company Operations



“An approach to the operational art that maximizes the tactical flexibility offered by true decentralized mission accomplishment, consistent with commander’s intent and facilitated by improved command and control, intelligence, logistics, and fires capabilities.”

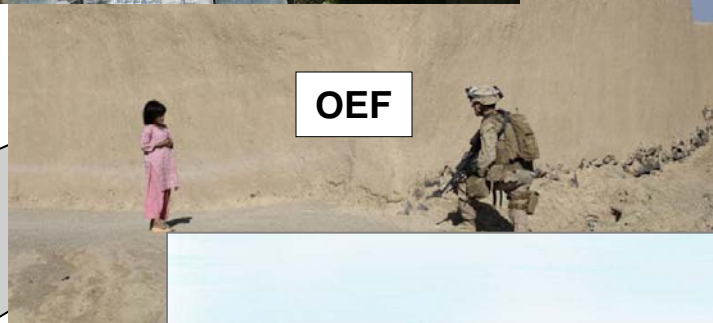
*- A Concept for Enhanced Company Operations
Commandant of the Marine Corps: 28 Aug 2008*



OIF

- Generated by an operational imperative and requirement to expand the results of **Distributed Operations**

- Recognizes that companies are conducting operations traditionally associated with larger formations



OEF

- Shift experimentation and capability development from mature theater (direct warfighter support) to austere theater, expeditionary operations (future force development)

- Better define specific requirements in Doctrine, Organization, Training etc.



O?F

ECO 2007-2009



Limited Objective Experiment 1: Company-level Intell Cell (CLIC)

- Develop best practices model
- Standardize “train, man, equip”

LOE 2: Company-level Ops Center (CLOC) ('08)

- Expand CLIC to additional battlefield functions
- Establish a baseline using Forward Operating Base

LOE 3.3: Sustaining the Distributed Force (Jun '09)

- Unmanned air/ground vehicles
- Resupply and “mule” function
- Lighten the Load implications
- Limited CASEVAC
- Mountain Warfare Training Center

LOE 3.1: Company-level Ops Center (light) (Jul '09)

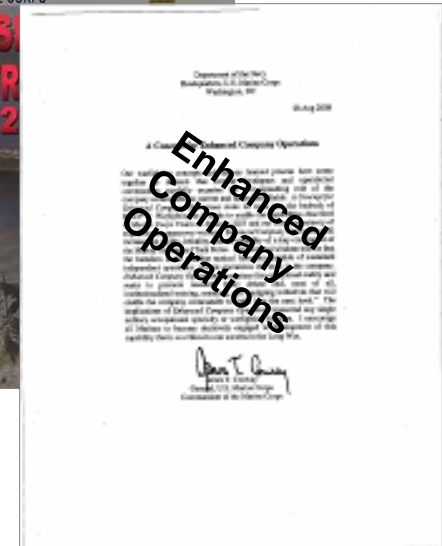
- Build on CLOC
- Expeditionary (dismounted)
- Prototypical communications suite
- Marine Corps Mountain Warfare Training Center

Distributed Artillery (Aug '09)

- M777 artillery battery (3X2)
- Develop Tables of Organization/Equipment for ECO LOE 4

LOE 3.2: CLOC (light) part II (Nov '09)

- Next Generation communications for CAPSET V/CLOC (light)
- Refine company communications suite for ECO LOE 4
- Demand reduction



ECO to EMO/CoLT



ECO LOE 4 (Jul 2010) 3d Marines/2dBn 3d Mar

- Culmination of 6 years work (DO and ECO)
 - Add Ship-to-Objective Maneuver to the equation
- Identify capability gaps
- Austere expeditionary battlefield; hybrid enemy
- Lay groundwork for Enhanced MAGTF Operations (EMO)/**Company Landing Team (CoLT)**
- Assess ECO impact on HHQ/MAGTF/Navy
- Specific focus areas:
 - Company-level communications suite (CAPSET V)
 - Rifle Company Table of Organization
 - Blue/Green seabased communications
 - Fire Support Coordination at the company level
 - Seabased employment of attached M777 howitzer plt
 - Logistics/Casualty handling & movement
 - Better define the role of higher headquarters
- Company-level Unmanned Ground & Air Vehicles:
 - Logistics/mobility
 - Firepower
 - Intelligence, surveillance, reconnaissance



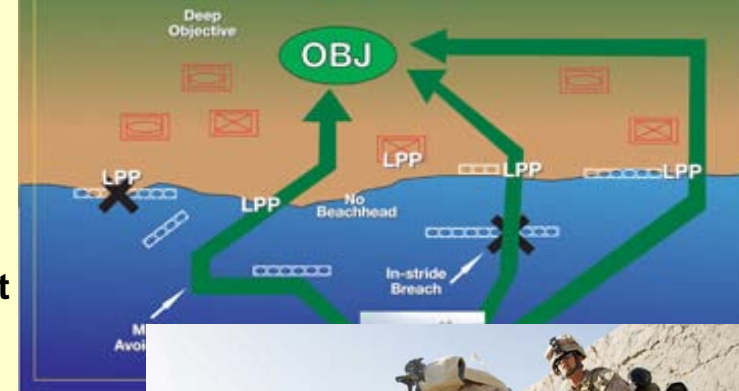
EMO/CoLT LOE 1 (2011)

- Prioritize/Re-attack selected gaps identified in ECO LOE 4
- Add a joint component (TBD)

ECO to EMO/CoLT



Ship-to-Objective Maneuver



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EMO/CoLT LOE 1 (2011)

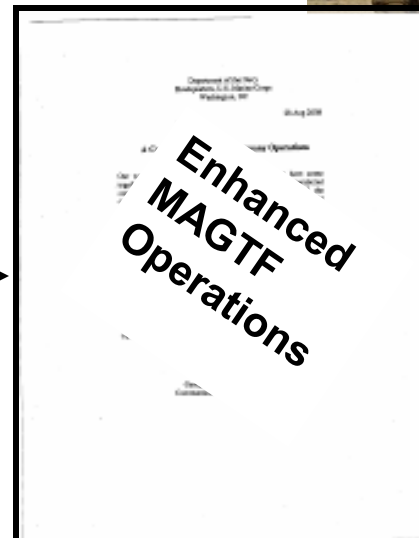
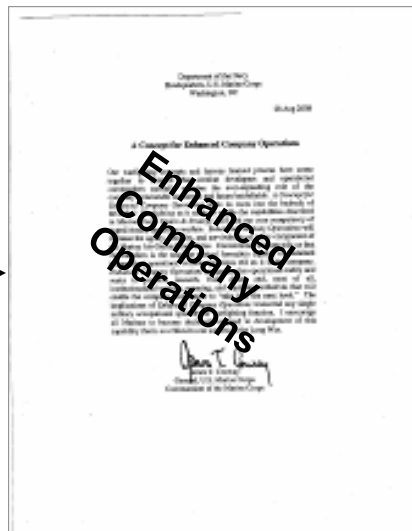
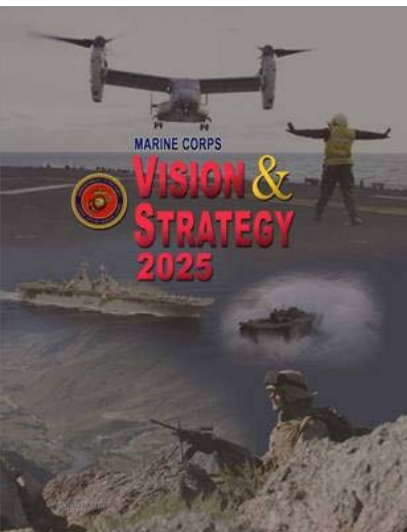
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Why we come to work



- DO → ECO → EMO/CoLT represent a logical progression
- Address both operational imperatives and future requirements
- Enablers of Marine Corps Vision & Strategy 2025
- Opportunity to seriously look at the future force across Doctrine, Organization, Training etc.

Objective: Enhance the Marine Air-Ground Task Force where the rubber meets the road



Hard issues:

- OTM/OTH comms
- Fires
- Resupply
- Casualty handling/evac
- Reduced demand
- Lightening the Load
- Tables of Organization



Back-up Slides

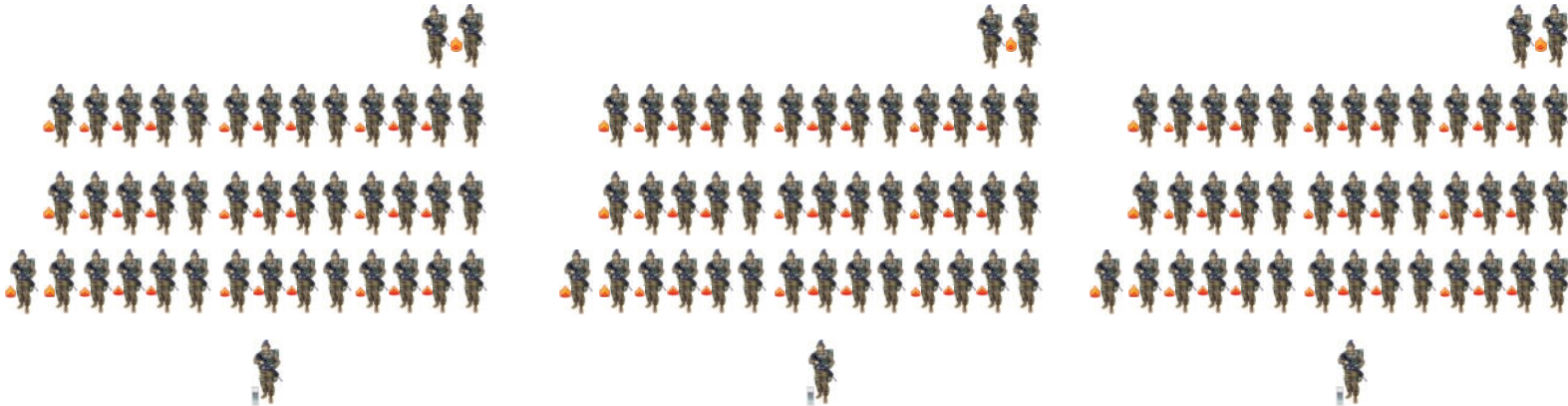


Marine Rifle Company

WARFIGHTING LAB

T/O 1013X-4.4

Rifle Company Table of Organization 1013G



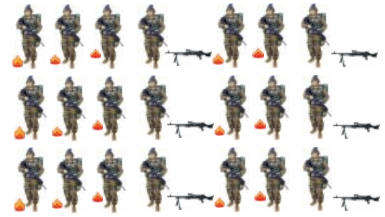
1st Platoon

2d Platoon

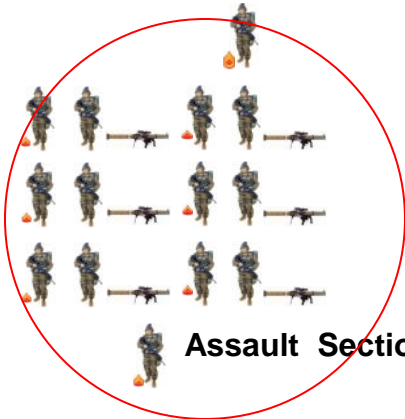
3d Platoon



Mortar Section

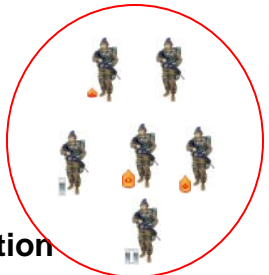


MG Section



Assault Section

Weapons Platoon

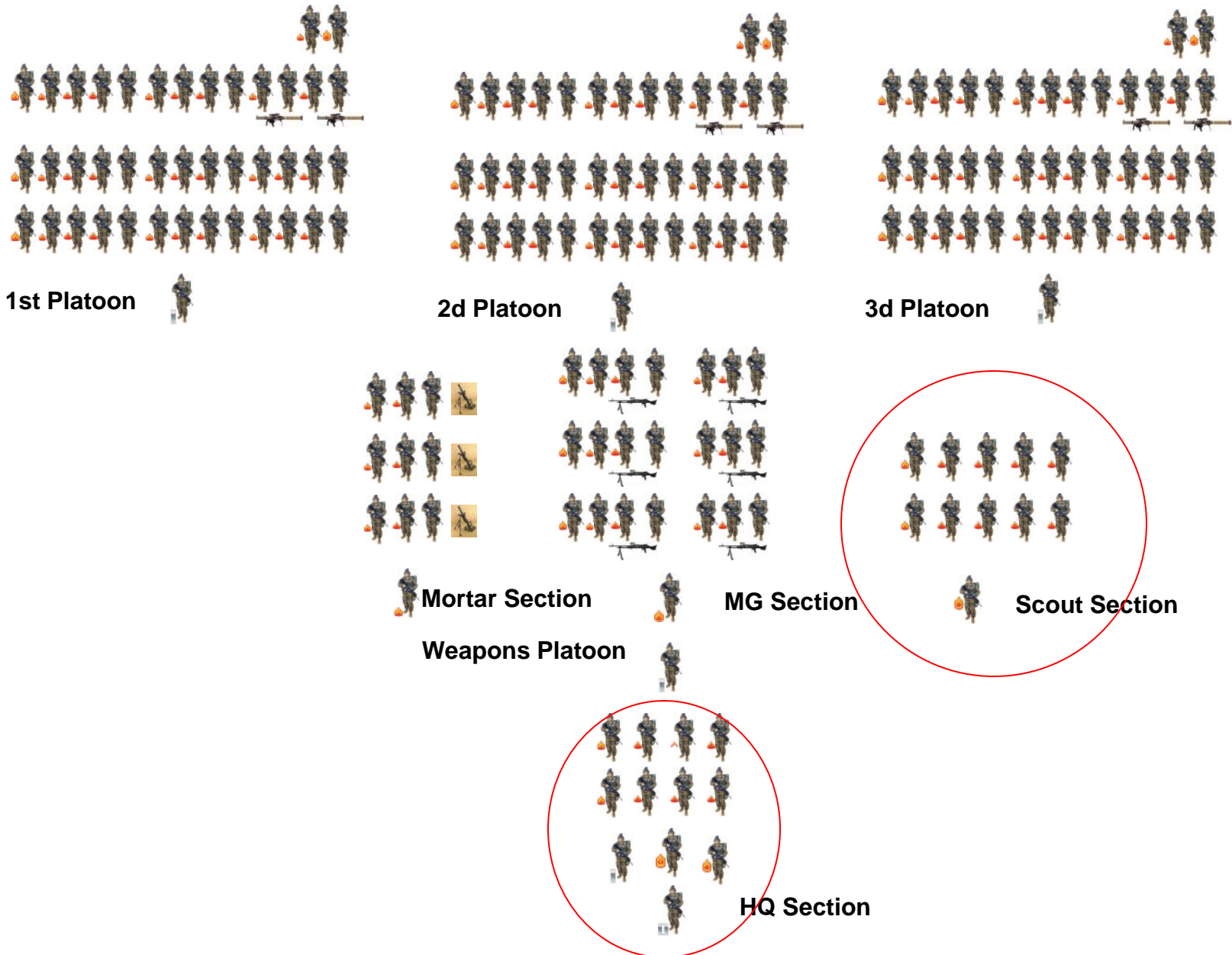


HQ Section

MOS AND RANK SPREAD T/O 1013G

MOS	E-1 PVT	E-2 PFC	E-3 LCPL	E-4 CPL	E-5 SGT	E-6 SSGT	E-7 GYSGT	E-8 1STSGT	O-1 2NDLT	O-2 1STLT	O-3 CAPT	TOTALS
0311	31		54	28	12							125
0331	6		6	6	3							21
0341	3		3	3								9
0351	6		3	3	1							13
0369						5	2					7
8999								1				1
TOTAL EM	46		66	40	16	5	2	1				176
0302										5	1	6
TOTAL OFF										5	1	6
Summary	46		66	40	16	5	2	1		5	1	182

Rifle Company Table of Organization Model X-4.4



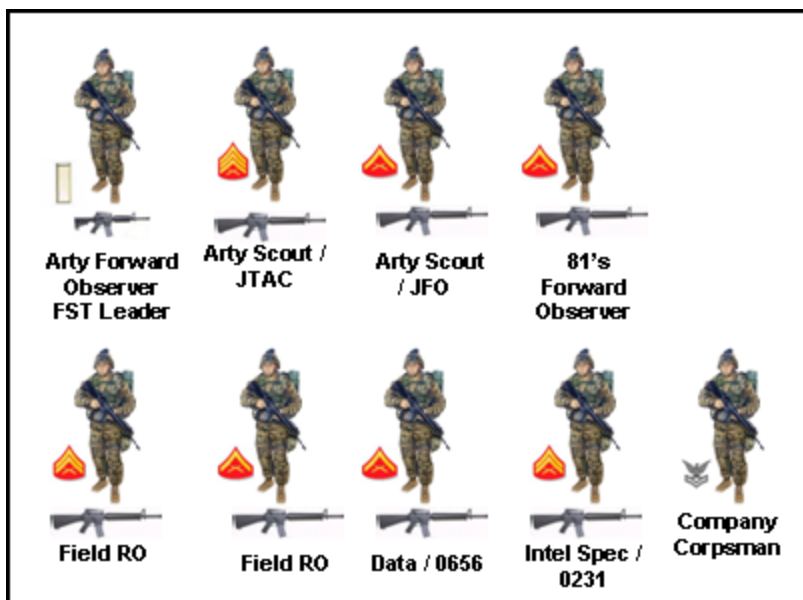


Company Headquarters Section

Summary of Changes :

- **Headquarters Section**
 - Personnel Strength increase from 6 to 12
 - Able to man the core of the Company Level Operations Center with organic personnel
 - 0151 Admin Marine brought back to the rifle company
 - 04XX Sergeant added to serve as the Company Logistics NCO

Standard Augments

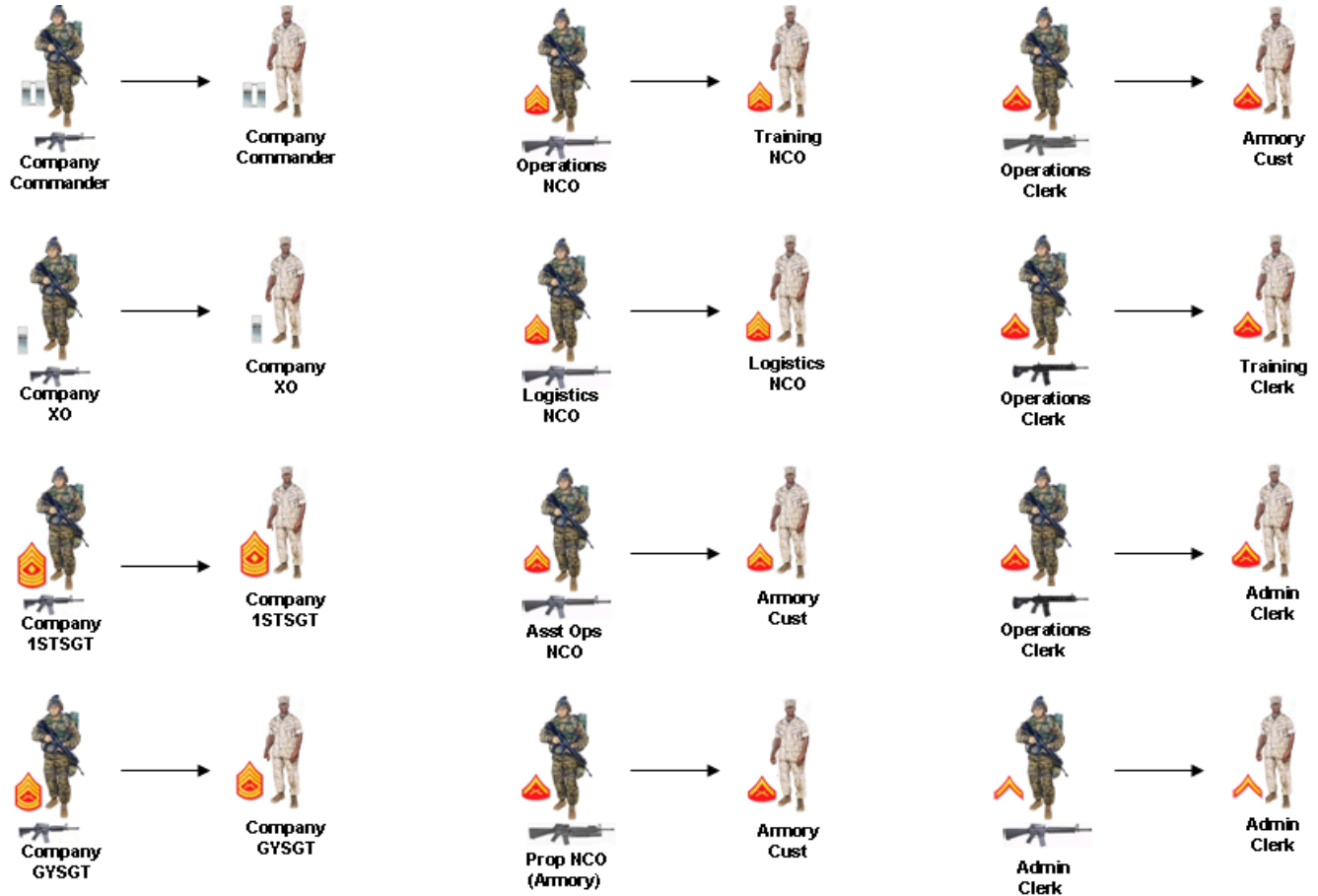


Organic Personnel

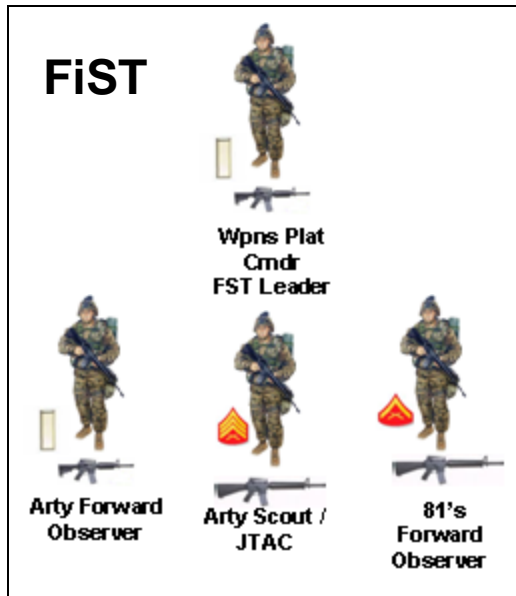


Company Headquarters Section: War and Peace

- The Marines in the Company Headquarters Section will have specific roles to fill while in garrison (as they do at present)
- Rifle Companies currently fill these garrison billets by “pulling up” Marines from the platoons.
- X-4.4 establishes these billets as part of the T/O.
- Many of the Marines have the same title in garrison as they do when conducting operations – others will fill distinct roles.
- Garrison roles do not go away while forward deployed and these Marines will continue to work in their respective areas (e.g. tracking training, armory issues, etc.)



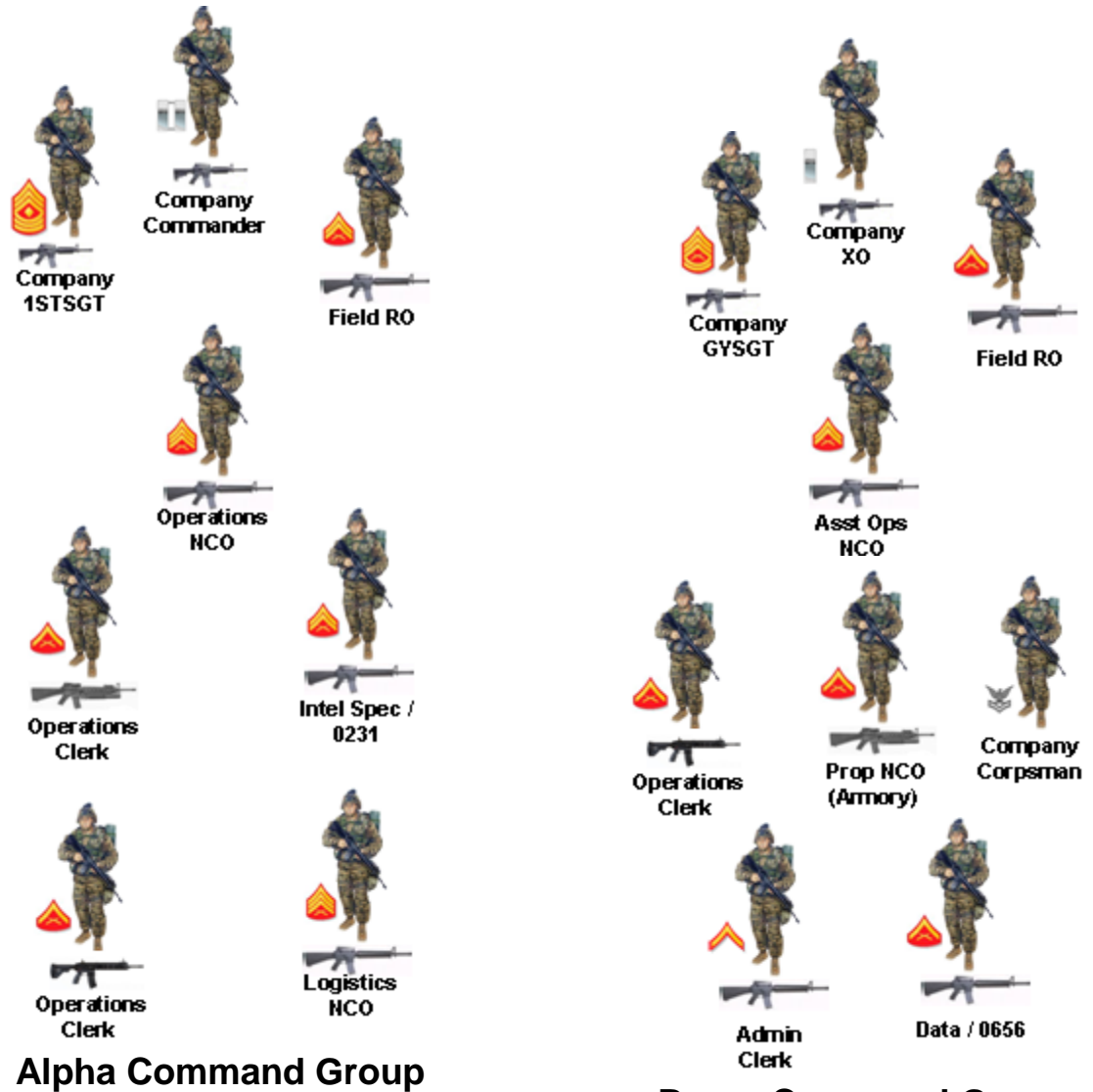
Notional Company HQ Organization (Light)



Fire Support Team

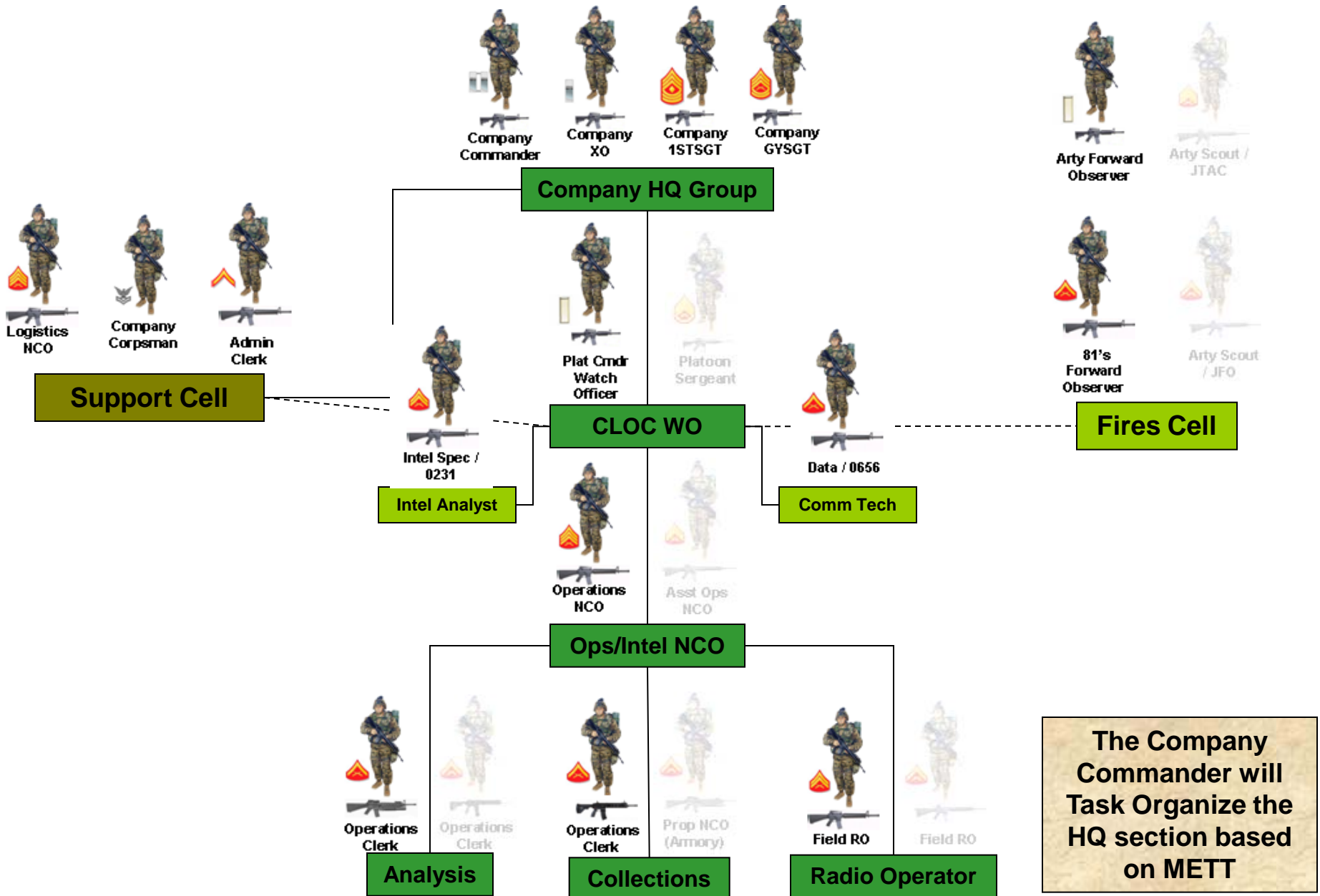


w / Plat



The Company Commander will Task Organize the HQ section based on METT

Notional Company HQ Organization: FOB





Semper fidelis