COMBAT CENTER ORDER 3500.17

From: Commanding General
To: Distribution List

Subj: MARINE AIR GROUND TASK FORCE TRAINING COMMAND, MARINE CORPS AIR GROUND COMBAT CENTER STANDING WORKING GROUPS

Encl: (1) Working Group Example Slide Deck

1. Situation. Staff functions and coordination related to Marine Air Ground Task Force (MAGTF) training and support are not providing the necessary information to the Commanding General (CG) to support decision making. Redesigning and reinvigorating the Marine Air Ground Task Force Training Command (MAGTFTC), Marine Corps Air Ground Combat Center (MCAGCC), Standing Working Groups will drive necessary changes to working group (WG) charters, foci, structure, and objectives. This will be driven by the CG’s intent and MAGTFTC, MCAGCC Campaign Plan to produce intra-command coordination and provide necessary information for the CG’s decisions.

2. Mission. MAGTFTC, MCAGCC establishes working groups that meet on a prescribed basis and provide improved standardization and synchronization across the command in order to support Service Level Training Exercises Program (SLTE-P) and Service-level training (SLT) management.

3. Execution
   a. Commander’s Intent and Concept of Operations
      (1) Commander’s Intent
         (a) We will synchronize efforts across MAGTFTC, MCAGCC by establishing WGs that bring our major subordinate commands, staff, and affected agencies together to improve effectiveness, maximize efficiency, and maximize MAGTF integration supporting SLTE-P execution.

            (b) The end state is a group of mutually supporting WGs collectively synchronizing all elements of MAGTFTC in accordance with the Commandant’s Planning Guidance and MAGTFTC, MCAGCC Campaign Plan, and providing the information necessary to support my decisions implementing the SLTE-P.

      (2) Concept of Operations. MAGTFTC, MCAGCC establishes WGs with their defined meeting frequency, charter, tasks, and minimum outputs. Quarterly, the Marine Air Ground Task Force Training Directorate (MTD) hosts the Operations Synchronization Working Group, as a task and resource management oversight group, to synchronize the other WG efforts and identify issues that will be brought for the CG’s attention or decision.

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b. Subordinate Element Missions

(1) Assistant Chief of Staff (AC/S) MTD
   
   (a) Assign the Working Group Coordinator, who is also the Operations Synchronization Working Group (OSWG) lead.
   
   
   (c) Provide members to all other working groups.
   
   (d) Review WG monthly outputs for issues requiring the CG’s immediate attention or decision; items requiring changes in resource allocation or prioritization; and ensure unity of effort across the WGs.
   
   (e) Establish collaborative workspace on the MAGTFTC, MCAGCC SharePoint website.

(2) AC/S Communications Directorate (CD)
   
   (a) Assign the Electronic Warfare, Information Operations, Cyber, and Space (EICS) WG lead.
   
   (b) Provide members to all other WGs.
   
   (c) Coordinate with external agencies to provide subject matter experts for the EICS WG.

(3) AC/S Installation Support Directorate (ISD)

   (a) You are the Installation Facilities Working Group (IFWG) lead.
   
   (b) Provide members to the Manpower and Ranges WGs.

(4) AC/S Resource Management Directorate (RMD). You are the Manpower Working Group lead.

(5) Government and External Affairs (GEA)

   (a) Provide members to the IFWG and Ranges WG.
   
   (b) Be prepared to provide Communications Strategy and Operations (COMMSTRAT) personnel and expertise to the WGs.

(6) Commanding Officer (CO), Expeditionary Warfare Training Group Atlantic (EWTGLANT). Provide members to all WGs.

(7) CO, Expeditionary Warfare Training Group Pacific (EWTGPAC). Provide members to all WGs.

(8) CO, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). Provide members to all WGs.
(9) CO, Marine Corps Logistics Operations Group (MCLOG). Provide members to all WGs.

(10) CO, Marine Corps Mountain Warfare Training Center (MCMWTC). Provide members to all WGs.

(11) CO, Marine Corps Tactics and Operations Group (MCTOG)

   (a) Assign leads for the Academics and Doctrine (A&D) and Threats and Counter-Threats (TCT) WGs.

   (b) Provide members to all WGs.

(12) Director, Tactical Training and Exercise Control Group (TTECG). Provide members to all WGs.

(13) CO, Headquarters Battalion (HQBN). Provide members to the IFWG and Manpower WG.

(14) OSWG

   (a) Lead. AC/S MTD Operations Officer-In-Charge (OIC).

   (b) Purpose. Provide a forum for all WGs to synchronize topics, identify common threads, and enable cross-leveling of resources and tasks in support of the SLTE-P and MAGTFTC Campaign Plan.

   (c) Frequency. Quarterly; within the final 14 days of each quarter.

   (d) Location. Building 1559, CG’s Conference Room.

   (e) Membership. ACs/S, COs, TTECG Director, and WG leads.

   (f) Tasks

      1. Produce the annual OSWG schedule.

      2. Coordinate with WG leads for topics, slide deck updates, and briefing notes.

      3. Schedule meetings with the CG, when the CG was unable to attend the OSWG, for topics that require the CG's attention or decision.


   (g) Outputs. Produce the Executive Summary following each OSWG meeting.

(15) A&D WG

   (a) Lead. MCTOG.
(b) Purpose. Synchronize programs of instruction (POIs), track doctrine production, and ensure common curricula across the MAGTFTC enterprise.

(c) Frequency. Monthly.

(d) Location. Coordinated by WG lead.

(e) Feeds information to the IFWG and M&S WG.

(f) Receives information from the AAR&TRRP, TCT, and EICS WGs.

(g) Membership. AC/S MTD Operations, AC/S CD Deputy Director, EWTGLANT Learning Standards Department Head, EWTGPAC N9, MAWTS-1 Standardization Officer and Academics Officer, MCLOG Academics Officer, MCMWTC Academics Officer, MCTOG Academics Officer, and TTECG Coyote (CY) 3U. When able coordinate for Marine Air Ground Task Force Staff Training Program (MSTP) Doctrine Analyst and Academic Support participation.

(h) Tasks

1. Conduct analytics on the four areas of academic criticality (student performance, faculty performance, curriculum content, and learning environment) across MAGTFTC learning centers.

2. Identify and report on MAGTFTC training and education programs able to support execution in a joint, interagency, intergovernmental, and multinational environment.

3. Collect, organize, and depict program outcomes and objectives in order to (IOT) ensure test item constants throughout MAGTFTC learning centers.

4. Manage all MAGTFTC doctrinal publications through the revision process.

5. Analyze current doctrinal publications, including circulars, IOT appraise and report on utility, relevance, and gaps.

6. Synchronize POIs across MAGTFTC ensuring common terminology, common presentation, and common standards across the learning and training continuum.

7. Develop, staff, and present MAGTFTC academics and doctrine inputs to the TECOM TEOAG.

(i) Outputs

1. Codify, present, and recommend academic best practices relative to program and course execution and evaluation.

2. Develop revision and staffing Plan of Action and Milestones (POA&Ms) for all MAGTFTC doctrinal publications and POIs.
(16) AAR&TRRP WG

(a) Lead. MTD Exercise Division OIC.

(b) Purpose. Identify how MAGTFTC can improve.

(c) Frequency. Monthly.

(d) Location. Coordinated by WG lead.

(e) Feeds information to the A&D, M&S, Ranges, and TCT WGs.

(f) Receives information from the M&S and EICS WGs.

(g) Membership. AC/S CD Tactical Communication (TACCOM) OIC, MCAGCC COMMSTRAT, EWTGLANT Operations Officer, EWTPAC N6 and N9, MAWTS-1 Operations and Standardization Officers, MCLOG Operations Officer, MCMWTC Operations Officer, MCTOG Operations Officer, and TTECG CY3.

(h) Tasks

1. Track and record actions, decisions, and results throughout SLTs.

2. Conduct root cause analysis during the exercises.

3. Integrate with Marine Corps Center for Lessons Learned, Center for Army Lessons Learned, Air Force center for Lessons Learned, and Joint Staff J7/Joint Lessons Learned to assess whether MAGTFTC observed behaviors are replicated across the joint force.

4. Oversee the post-exercise AAR process.

5. Create the MAGTFTC wide assessment process, based on training and readiness tasks and events, running from individual through collective events across each unit.

6. Review formal AARs to Exercise Force (EXFOR) and Adversary Forces; assess whether identified behaviors indicate trends; and whether identified trends are acceptable.

7. Participate in the TECOM TRRP WG.

(i) Outputs

1. Recommend adjustments to exercise design, academics (Course Curriculum Review Board), and doctrine based on trending behaviors through Doctrine Operations Training Material Leadership Personnel Facilities analysis.

2. Create an assessment tool for the Marine Expeditionary Force CGs determination of unit readiness.

3. Submit recommended changes outside MAGTFTC's purview to TECOM via the Trends Report.
(17) **IFWG**

(a) **Lead.** AC/S ISD.

(b) **Purpose.** Synchronize and prioritize upgrades, demolitions, and construction IOT support the installation and mission.

(c) **Frequency.** Quarterly.

(d) **Location.** Coordinated by WG lead.

(e) The IFWG does not provide information to another WG.

(f) Receives information from the Ranges and M&S WGs.

(g) **Membership.** AC/S MTD and RMD Deputy Directors, EWTGLANT Supply Officer, EWTGPAC Executive Officer (XO) and N4, MAWTS-1 XO, MCLOG XO, MCMWTC XO, MCTOG XO, TTECG CY5, and HQBN XO.

(h) **Tasks**

1. Identify facility excess, shortfalls, and divestment possibilities.

2. Prioritize facility development, refurbishment, and divestiture across MAGTFTC enclaves.

3. Coordinate with Marine Corps Installations - West and Naval Facilities Command Southwest to ensure MAGTFTC priorities are included in their infrastructure plans.

(i) **Outputs.** A prioritized list of facilities to build, maintain, or demolish across MAGTFTC.

(18) **Manpower WG**

(a) **Lead.** AC/S RMD.

(b) **Purpose.** Conduct talent management ensuring MAGTFTC commands are staffed with sufficient personnel and necessary skill sets to execute the SLTE-P.

(c) **Frequency.** Quarterly.

(d) **Location.** As determined by WG lead.

(e) This WG does not provide information to other WGs.

(f) This WG does not receive information from other WGs.

(g) **Membership.** AC/S Deputy Directors, EWTGLANT Director of Operations and Training, EWTPAC XO and N1, MAWTS-1 XO, MCLOG XO, MCMWTC XO, MCTOG XO, TTECG CY5, HQBN XO.
(h) Tasks
1. Manage manning documents.
2. Identify critical skill shortfalls and whether they can be alleviated internal to MAGTFTC.

(i) Outputs
1. Recommend manning priorities.
2. Intra-MAGTFTC talent management plan.

(19) M&S WG

(a) Lead. AC/S MTD, MAGTFTC M&S Officer.

(b) Purpose. Provide live, virtual, and constructive (LVC) capabilities for SLT and home station training, and define instrumentation requirements.

(c) Frequency. Quarterly.

(d) Location. As determined by WG lead.

(e) Feeds information to the IFWG, A&D, and Ranges WGs.

(f) Receives information from the A7D, AAR&TRRP, TCT, EICs, and Ranges WGs.

(g) Membership. AC/S CD Director, AC/S MTD Range Management Division Director, EWTGLANT M&S Officer, EWTGPAC M&S Officer and N6, MAWTS-1 M&S Officer, MCLOG M&S Officer, MCMWTC Operations Officer (OPSO), MCTOG M&S Officer, and TTECG CY3. WG Lead should also invite participation from the Marine Corps Warfighting Laboratory (MCWL), MSTP, and the Marine Corps Cyber Operations Group (MCCOG).

(h) Tasks
1. Assess instrumentation requirements.
2. Establish LVC capabilities to support MAGTFTC exercises and training events.
3. Integrate with MCWL, Command and Control Training and Education Center of Excellence (C2TECOE), Marine Corps Enterprise Network, and MCCOG to ensure MAGTFTC aligns with the future United States Marine Corps (USMC) digital training environment.
4. Support battle tracking and adjudication during live events.
5. Ensure MAGTFTC and subordinate commands are able to integrate LVC training with joint partners through the Joint Training and Experimentation Network, Joint Expeditionary Warfighting Laboratory, and other joint networks and systems.
(i) Outputs

1. Produce the instrumentation plan, for the next one to five years, to support MAGTFTC ranges, training areas, exercises, and other training.

2. Prioritized list to update, revise, or replace simulators across MAGTFTC enclaves.

3. Provide the instrumentation portion of SLT AARs.

(20) Ranges WG

(a) Lead. AC/S MTD, Range Management Division Director.

(b) Purpose. Identify deficiencies, prioritize upgrades versus resets, and develop the long term range management plan.

(c) Frequency. Quarterly.

(d) Location. Building 1559, CG’s Conference Room.

(e) Feeds information to the IFWG, M&S, and EICS WGs.

(f) Receives information from the AAR&TRRP, M&S, TCT, and EICS WGs.

(g) Membership

1. AC/S CD Deputy Director, AC/S ISD Deputy Director and Public Works Division Director, MAGTFTC Gunner, EWTGLANT OPSO, EWTGPAC N35, MAWTS-1 OPSO, MCLOG OPSO, MCMWTC OPSO, MCTOG OPSO, and TTECG Gunner and CY14.

2. WG lead should invite participation from the 1st, 2nd, and 3rd Marine Division Gunners, MCAGCC tenant command OPSO and Gunners, The Basic School Infantry Officer Course Gunner, and the Range Officers for Marine Corps Air Station Yuma and other dispersed locations hosting MAGTFTC commands.

(h) Tasks

1. Assess whether ranges, training areas, and airspace support unit level training, SLT, and school houses within the MCAGCC, MCMWTC, and Yuma range complexes.

2. Identify deficiencies in ranges, training areas, and airspace instrumentation.

3. Identify deficiencies in target types, arrays, and locations.

4. Identify deficiencies in live fire simulator support.
(i) Outputs

1. Prioritized range capability shortfalls impacting SLTE-P execution.

2. Range development and recapitalization plan for the next five fiscal years (FYs).

(21) TCT WG

(a) Lead. MCTOG.

(b) Purpose. Identify and maintain awareness of probable threats along with potential counters that could be included in SLT focusing on non-program of record solutions.

(c) Frequency. Quarterly.

(d) Location. Determined by WG lead.

(e) Feeds information to the A&D, M&S, Ranges, and EICS WGs.

(f) Receives information from the AAR&TRRP and EICS WGs.

(g) Membership

1. AC/S MTD Exercises Officer, AC/S CD TACCOM OIC, EWTGLANT OPSO, EWTGPAC N2, MAWTS-1 Ground Combat Division and Intelligence Division, MCLOG OPSO and Intelligence Officer (INTELO), MCMWTC OPSO and INTELO, MCTOG INTELO and Fires Officer, TTECG CY2 CY3 CY14 and CY22, and the MAGTFTC Defense Threat Reduction Agency representative.

2. WG lead should invite participation from the Marine Corps Intelligence Activity (MCIA) and MCWL.

(h) Tasks

1. Identify threat systems, capabilities, formations, and tactics, techniques, and procedures (TTP) from National Military Strategy and Commandant’s Planning Guidance identified actors.

2. Maintain awareness of new and developing threats.

3. Coordinate with external agencies to assess threat prevalence and risk.

(i) Outputs

1. Prioritized threats for SLT inclusion based on likelihood of encountering and risk to the force.

2. Recommend adjustments to replicate threat systems and capabilities in ranges, exercises, and simulations.
EICS WG

(a) Lead. AC/S CD.

(b) Purpose. Implement a degraded and denied command and control environment (D2C2E) within MAGTFTC, and provide updates of peer capabilities and employment TTP.

(c) Frequency. Quarterly.

(d) Location. Directed by WG lead.

(e) Feeds information to the A&D, AAR&TRRP, TCT, and M&S WGs.

(f) Receives information from the TCT and Ranges WGs.

(g) Membership

1. AC/S MTD Exercises Officer, GEA COMMSTRAT OIC; EWTGLANT Information Warfare Officer, Space Officer, and Fires Department Head; EWTGPAC N33 and N6; MAWTS-1 Electronic Warfare Officer and Space Officer; MCLOG INTELO and Fires Officer; MCMWTC INTELO and Fires Officer; MCTOG INTELO, Fires Officer, and Space Officer; and TTECG CY2, CY3, CY22, and CY26.

2. WG lead should invite participation from the Marine Expeditionary Force Information Groups, Marine Forces Cyber Command, MCIA, and other Service organizations that have equities in this WG's deliberations and outputs.

(h) Tasks

1. Ensure Service Level Training Exercises (SLTEs) account for and replicate current and future near peer threats in the EICS environment.

2. Leverage MAGTFTC to identify Service vulnerabilities and develop solutions in a D2C2E.

3. Capture and publish lessons learned through MAGTFTC AAR and TRRP programs, circulars and handbooks, so the USMC and other Service and allied militaries can better conduct operations in a D2C2E.

4. Develop means and methods to assess EXFOR performance in a D2C2E.

(i) Outputs. Light, medium, and heavy near peer packages that account for competitors capabilities. Packages will include jamming and cyber capabilities that mimic our competitors in all spectrums. They will include methods of requesting each capability, capability cost, and friendly systems to counter each capability if such exist.

(c) Coordinating Instructions.

(1) WG leads will provide a projected annual schedule for the next FY to the WG Coordinator no later than (NLT) 15 September.
(2) WG leads will develop and provide a proposed POA&M for the following FY to the WG Coordinator NLT 15 September.

(3) WG leads will develop a WG slide deck using the enclosure as the format NLT 31 December.

(4) WG leads will update their slide deck on the MTD SharePoint website NLT three calendar days following each WG meeting.

(5) WG leads will schedule a meeting with the AC/S MTD if they think any issue requires immediate CG decision.

(6) WG leads will schedule their meetings not less than seven calendar days before the OSWG meeting for that quarter.

(7) WG Schedule. WGs should meet in accordance with the quarterly schedule shown in Table 1.

Table 1: Yearly Working Group Schedule

<table>
<thead>
<tr>
<th>Time/ Month</th>
<th>Q1, Oct-Dec</th>
<th>Q2, Jan-Mar</th>
<th>Q3, Apr-Jun</th>
<th>Q4, Jul-Sep</th>
</tr>
</thead>
<tbody>
<tr>
<td>Month 1, Weeks 1-4</td>
<td>AAR&amp;TRRP, TCT, M&amp;S</td>
<td>AAR&amp;TRRP, TCT</td>
<td>AAR&amp;TRRP, TCT</td>
<td>AAR&amp;TRRP, TCT</td>
</tr>
<tr>
<td>Month 2, Weeks 5-9</td>
<td>Ranges, EICS, Manpower</td>
<td>Ranges, M&amp;S, EICS</td>
<td>Ranges, M&amp;S, EICS</td>
<td>Ranges, M&amp;S, EICS</td>
</tr>
</tbody>
</table>

4. Administration and Logistics

a. Directives issued by this Headquarters are published and distributed electronically. Electronic versions of Combat Center orders can be found at https://www.29palms.marines.mil/Staff-Offices/Adjutant-Office/Orders/.

b. The AC/S MTD has overall staff cognizance for the execution of this Combat Center Order.

c. The MAGTFTC point of contact is the MTD Operations OIC at (760) 830-4230.

5. Command and Signal

a. Command. This Order is applicable to all special staff, Directorates, and activities located aboard the Combat Center.

b. Signal. This Order is effective the date signed.

R. MARTIN
Chief of Staff

DISTRIBUTION: A

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Director, MAGTFSTC CD Tactical Communications
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EICS WG Organization

EICS WG Chair (MCD):
LtCol DeSimone

EW Focal Point (TTECG):
Capt Meurer

IO Focal Point (MCTOG):
Maj Gutierrez

Cyber Focal Point MCD?

Space Focal Point (MAWTS-1):
Maj Ackerson

EW, IO, Cyber, & Space Operations Community of Interest

MAGTF-TC
TTECG MCTOG MCLOG EWTG PAC/LANT MSTP
MWTC MAWTS-1 MTD RMD ISD

External Organizations
MCCES 1MARDIV 2MARDIV C2TECOE MISTC MARFOR CYBER
TSC 1 MIG 2 MIG MCOTEA DCI MCWL

Enclosure (1)
Working Group Example Slide Deck

Members

MAGTF TC
- TTECG: Capt Logan Meurer (EW Lead), CWO3 Corey Sullivan, Maj William Dubois, Maj Jonathan Wallace
- MCTOG Maj Geoffrey Gutierrez (IO Lead), GySgt Jacob Hayden (SIGINT/EW Instructor), Mr. William Bartels (DCI)
- MCLOG: Maj Devin Jewel
- MTD: Maj Michael Marron, Maj David Dixon
- MCD: LtCol Jim Lowery, LtCol Daryl DeSimone, Capt Hunter Gibson, Mr. Danny Yandell, Capt Malia Haselton
- MAWTS-1: Maj Brian Ackerson (Space Lead), Maj John Leone, III, Capt Angelique Owczynsky
- MWTC: Capt Thomas Bertram
- EWTG PAC: TBD
- EWTG LANT: TBD

External Organizations
- MCOTEA (Cyber Lead): Mr. Maurice “Mo” Saunders
- 1 MIG: TBD
- 2 MIG: TBD
- 1 MARDIV G6: LtCol Arun Shankar, MGySgt Tory Hunck, CWO2 Christophe M Port, CWO3 Emedin Rivera III
- 2 MARDIV G6: LtCol Marc Walker
- MSTP: LtCol Henry June, Jr
- C2TECOE: Mr. Bryan J Smith
- MISTC: Mr. Rob Niemi
- MCWL: TBD
- MARFORCYBER: TBD
- MCCES: Capt Naomi May (MCPC)
- TSC: Mr. Mark LeClair
Objectives

- Ensure Service Level Training Exercises (SLTEs) account for and replicate current and future near peer threats in the EICS environment.
- Establish habitual relationships & continuing support processes for outside services/agencies/organizations.
- Develop light, medium heavy near peer packages that account for competitors' capabilities. Packages will include jamming/cyber capabilities that mimic that of our competitor in all spectrums. Needs to include method of requesting the capability, cost of the capability, as well as friendly systems to counter each capability (if in existence). Packages need to stay current with threat.
- Synchronize MAGTFTC efforts to address current and future threats in the EICS environment.
- Leverage MAGTFTC to identify service vulnerabilities and develop solutions in a D2C2E.
- Capture and publish lessons learned through MAGTFTC AAR & TRRP Programs (circulars/handbooks) so USMC & other US/Allied Military services can better conduct operations in an EICS D2C2E).
- Develop means & method to assess EXFOR performance in a D2C2E.
Approach

• Identify Baseline
• Integrate Current Efforts
• Assign Tasks and Timelines to Focal Points
• Identify Gaps and Weaknesses
• Short, Medium and Long term Objectives (POA&M)
• Implement Short, Medium and Long Term Objectives
• Institute Recursive Feedback
August 13 Agenda

- 0900-0915: MAGTF-TC CG: Opening Comments
- 0915-0925: Administrative Comments
- 0925-0940: EICS WG Chair Overview
- 0940-0950: TTECG Brief
- 0950-1000: MCTOG Brief
- 1000-1010: MCCES Brief
- 1010-1020: MAWTS-1 Brief
- 1020-1040: Discussion on integrating current efforts
  - MAGTF-TC MCD KM Platforms/Portals/Processes
- 1040-1120: Functional area focal point tasks and responsibilities
- 1120-1140: Review due outs
- 1140-1200: Future schedule review
EW, IO, Cyber & Space Operations Working Group

**POA&M**
- Annual EA Authorization Request (Increased wattage) submitted 1 July, 2019
- Calling Message Released 15 July, 2019
- First Meeting, 13 August, 2019
- Future meetings (dates subject to change):
  - 13 Sep 2019
  - Mid monthly for six months
  - Quarterly thereafter

**New Initiatives**
- First meeting objective: Identify EW, IO, Cyber, & Space Operations baseline to better understand and integrate current efforts.
- Assigned MCD technical writer to produce SOPs, Circulars, Handbooks for future distribution.

**Collaboration Efforts**
- Enthusiastic responses from 1 MARDIV, MCOTEA, MSTP (MISTC), C2TECOE

**Issues of Concern**
- 13 August SVTC Venue: MCTOG and MAGTF-TC TACCOMM SVTCs (Each with 10-15 seats) to be used.