



# The Prince

A Newsletter for Civil Affairs Marines

February 5, 2008

Here's Health to You and to Our Corps.

Issue #2

## For:

- Distro List Drop/Add
- Article Submissions

## Contact...

## The Editor

Col G W Montgomery  
 gary.montgomery@usmc.mil  
 703-784-6206 / DSN 278

## In This Issue

MSgt Craig J Fried: One of a Kind	1
Corps CMO Consensus	2
Who's Who	2, 3
Navy CA School Course Schedule	3
Quote of the Day	3
Joint Observations	4
Jobs	5
Tip of the Day	5

## About This Newsletter

The purpose of this newsletter is to increase awareness of people, issues, and events affecting the Marine Civil Affairs community. It is an informal publication, and it does not represent the policies and positions of the Marine Corps or the United States Government...etc, etc, etc.

The title refers to the work by Niccolo Machiavelli, as a continual reminder that civil-military operations are essentially political in nature: actions to influence or exploit relations with Civil Actors in order to accomplish the mission--not gratuitous, goodwill gestures to "win hearts and minds."

**Short, useful submissions are highly encouraged--and pictures.**

## MSgt Craig J Fried: One of a Kind



MSgt Craig J Fried is the only Active Duty enlisted Marine to attend the Army Civil Affairs School at Ft Bragg. He currently serves as G-9 for the 201st Regional Security Advisory Command-Central (201st RSAC-C), Camp Black Horse, AF.

In the Spring he will report to MARDET Fort Bragg for duty as a Civil Affairs Instructor. As a result, Marine Civil Affairs will have a presence at both the Army and the

Navy CA Schools as training efforts ramp up prior to creation of the Corps' first Active Component Civil Affairs units this year.

When he deployed to Afghanistan, MSgt Fried replaced a four-man G-9 staff section consisting of four Army officers. Within six months he did more CERP projects and FHA drops than his predecessors executed in an entire year. He attributes the difference in productivity to the fact that he was school-trained at Ft Bragg, whereas the other four were not.

MSgt Fried also mentors his Afghan National Army counterparts in CMO, and he has created a CMO Working Group, consisting of the ANA Corps G-2, G-3, PAO, and Religious Officer. He says they get it and are "coming along really well."

MSgt Fried was originally a Combat Engineer with no CMO experience when he was selected to be the CMO Chief for 31 MEU in 2006. The MEU sent him to Ft Bragg for schooling and later gave him considerable freedom of action in planning and conducting MEU CMO in the Philippines.

## Who's Who

### 3rd Civil Affairs Group

Col Michael J Drake (CO)  
michael.drake@usmc.mil

LtCol Andrew T Roberto (XO)  
andrew.roberto@usmc.mil

LtCol Paul K Lebidine (S-3)  
paul.lebidine@usmc.mil

### 4th Civil Affairs Group

Col Gerard W Fischer (CO)  
gerrard.fischer@usdoj.gov

LtCol Daniel Greif (XO)  
erik.grabowsky@usmc.mil

LtCol John C Church (S3)  
jchurch@vfmac.edu

Maj Paul F Meagher (I-1)  
paul.meagher@usmc.mil

### Center for Irregular Warfare, Quantico

Maj Derek M Horst  
derek.horst@usmc.mil

### HQMC (CD&I), Quantico (Advocacy)

Col Gary W Montgomery  
gary.montgomery@usmc.mil

### HQMC (PP&O), Pentagon (Proponency)

Col Robert A Schroeder  
robert.a.schroeder@usmc.mil

### I MEF

Col Eric S Erdmann  
eric.erdmann@usmc.mil

## Marine Corps Forming Consensus on CMO

### Associated GENSER Messages

Announcement: CMC WASHINGTON DC CDI FMID / 200553Z DEC 07  
Results: CMC WASHINGTON DC CDI FMID / 241611Z JAN 08

Since 2003, the role of CMO in Marine Corps operations has expanded dramatically. But, even though Anbar province was turned, *institutional* change has been ad hoc: in response to the exigencies of war, absent an overarching vision, and with little--usually no--CA participation in design.

Consequently, on 16-17 Jan, MCCDC held a conference at Quantico in order to develop Service-wide consensus for a single, comprehensive approach to civil-military operations. Approximately 60 participants from across the Marine Corps attended, with especially heavy representation from the Civil Affairs and Artillery communities.

Attendees received briefings by representatives from:

- 3rd Civil Affairs Group, Camp Pendleton, CA
- 4th Civil Affairs Groups, Washington, DC
- 95th Civil Affairs Brigade, Fort Bragg, NC
- HQMC CD&I (Civil Affairs Advocacy), Quantico, VA
- HQMC PP&O (Artillery Proponency), Pentagon
- MAGTF Staff Training Program, Quantico, VA
- Maritime Civil Affairs Group, Norfolk, VA
- Peacekeeping and Stability Operations Institute, Carlisle, PA
- Security Cooperation Education Training Center, Quantico, VA

Conference recommendations have no force of authority. However, this informal consensus provides a basis for unity of effort in concurrent and subsequent staff actions, which will synchronize recent initiatives and existing capabilities.

The conference participants, in plenary session, unanimously made the following recommendations:

- create G-9/S-9 staff sections
- designate CAG Commanders as Primary CMO Coordinators for MEFs
- discontinue cross-mapping CAG billets to Artillery Regiments
- make MOS 0531 CA NCO a Primary MOS
- make CA billets a B-billet for officers
- establish a Marine Corps Civil Affairs School

Working Groups were established and tasked with conducting more detailed efforts within the areas of Doctrine, Organization, and Training & Education.

Immediately following the conference, the Training & Education Working Group convened and produced the following recommendations:

- Evaluate feasibility of a TECOM Civil Affairs School.
- Continue evaluation of navy civil affairs school, because:
- Fill the Marine Civil Affairs Instructor billet at Ft Bragg.

MAGTF Staff Training Program, Quantico

Col Daniel A Donohue  
daniel.a.donohue@usmc.mil

MARFORRES

LtCol Demetrius Bellizaire(G3)  
demetrius.bellizaire@usmc.mil

Maj Richard B Howell (G8)  
richard.b.howell@usmc.mil

MARSOC

Capt Walter A Wilkie  
walter.wilkie@usmc.mil

SCETC, Quantico

Col Michael E Wagner (CO)  
michael.e.wagner@usmc.mil

LtCol Robert V Carr (XO)  
robert.v.carr@usmc.mil

SSgt Sheri A Pace (Admin)  
sheri.pace@usmc.mil

Mr Douglas E Nash (Analyst)  
douglas.nash.ctr@usmc.mil

US Army PKSOL, Carlisle, PA

Col R David Harlan  
roy.harlan@us.army.mil

US Navy CA School, Little Creek, VA

Maj Christopher E Kelley  
christopher.kelley@navy.mil

CWO2 Kevin J Ellicott  
kevin.ellicott@navy.mil

USSOCOM

LtCol Gerald Graham  
gerald.graham@socom.mil

Maj William J Babcock Jr  
william.babcock@socom.mil

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## 2008 Navy CA School Schedule

by CWO2 Kevin J Ellicott

kevin.ellicott@navy.mil / (757) 318-4450 ext 386

**Maritime CA Generalist Course (CAGC).** This is our tactical-level course focused on Civil Affairs and civil-military operations from the perspective a CA team member. It is a six weeks in length and consists of five weeks of academics and a one-week FTX. The course is broken up into three sections as indicated in the schedule and must be taken back to back.

CAGC L1 02-08	7-20 Jan 2008
CAGC L2 02-08	21 Jan - 3 Feb 2008
CAGC L3 (CPX/FTX) 02-08	4-15 Feb 2008
CAGC L1 03-08	31 Mar - 13 Apr 2008
CAGC L2 03-08	14-27 Apr 2008
CAGC L3 (CPX/FTX) 03-08	28 Apr - 9 May 2008
CAGC L1 04-08	7-20 Jul 2008
CAGC L2 04-08	21 Jul - 3 Aug 2008
CAGC L3 (CPX/FTX) 04-08	4-15 Aug 2008
CAGC L1 01-09	5-18 Oct 2008
CAGC L2 01-09	19-31 Oct 2008
CAGC L3 (CPX/FTX) 01-09	1-13 Nov 2008

**Maritime CA Operations and Interagency Course (OIC)** is an overview course focused on instruction of Civil Affairs from the perspective of the combatant commander, Navy component commander, and the operational commander (i.e. JTF Commander). It is five days long and taught here at Little Creek.

OIC 02-08	25-29 Feb 2008
OIC 03-08	19-23 May 2008
OIC 04-08	25-29 Aug 2008
OIC 01-09	16-20 Nov 2008

**Maritime CA Plans and Operations Course (POC).** This is a follow-on course to the MCAGC and MCAOIC. It focuses on the military decision making process and staff planning processes specifically from a Civil Affairs and civil-military operations perspective. It is two weeks long and taught either here at Little Creek or Norfolk.

POC 02-08	17-28 Mar 2008
POC 03-08	27 May - 13 Jun 2008
POC 04-08	2-19 Sep 2008
POC 01-09	30 Nov - 18 Dec 2008

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## Quote of the Day

**CI = PA + CO + CA ~ by Bernard B. Fall**

(Counter-Insurgency, Political Action, Counter-guerrilla Ops, Civic Action)

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## JFCOMs Deployable Training Team and SOCJFCOMs Joint Training Team Observer Trainer for CMO and Interagency Coordination

MAJ Mark Stevenson, US Army / Mark.Stevenson@jfc.com.mil  
CMO & Interagency Coordination Observer Trainer, SOCJFCOM J794

The 15 Nov 07 article on a new Goldwater-Nichols Act was spot-on. As I read the article, I took the summation "to delegate authority commensurate with responsibilities, to streamline the chain of command, and to restore a clear correlation between forms and functions" and applied it somewhat to another topic of discussion at the Civil Affairs Conference: the functional specialty skills within Civil Affairs.

In order to frame my observations, I advocate the employment of CA functional specialists as staffers not mission planning agents or task executors. As staffers, CA functional specialists should provide detailed analysis in their respected areas, develop staff estimates and assessments, support the planning process, and facilitate the inclusion of their external counterparts into the process. At times, CA functional specialists could directly advise and support external counterparts. However, by doing so, the JFC loses a valuable staff asset.

In a perfect world we would expect the Joint Force Commander (JFC) to have 20 PhD's on his staff to provide the detailed analysis covering the six functional areas. A common misconception (and in some cases misrepresentation) is that the CMO staff is fully capable of performing this task because it is augmented with Civil Affairs functional specialists, has coordinating authority, and representation by, with, and through external partners. However, that is not the case. More often we are seeing that the JFC has very limited capacity on his staff to do such analysis.

Some common factors to the limited analysis capability include:

- There is no CMO staff analysis section manned by functional specialists.
- Organizational constructs for interagency coordination exist at the tactical level (PRT/CMOC) and at the theater strategic level (NCT/HACC), but the operational level lacks that daily interaction.
- There is limited use of assessment tools and IM/KM procedures as a whole for information sharing and collaboration.
- Functional specialists are not employed optimally.

Every Joint Force Headquarters (JFHQ) addresses these challenges differently and over the past four years we have seen several successful practices.

I have also seen that JFCs understand the requirement for analysis of the civil environment and are relying on those natural relationships that already exist within staff functions. Examples: The natural relationships of the SJA for Rule of Law / Ministry of Justice, the Surgeon for Ministry of Health, IO for Ministry of Education, the Engineer for Ministry of Public Utilities / Infrastructure, etc. In most cases, the CMO staff retains responsibility for Economy and Governance.

In terms of staff integration and stakeholder interoperability, the staff

elements with natural relationships have the appropriate authorities and responsibilities, their roles in the Joint Planning Group are already defined, and there is a clear correlation between the staff functional relationships and their external partners.

This begs the question: Are CA special functions relevant? Yes, but not stovepiped within the CMO staff, rather augmenting those staff directors who have natural relationships. The relevance of CA functional support is to provide staff support in terms of integrated analysis and planning, LNOs to the interagency and other stakeholders, and surveyors of the environment. This is accomplished by integrating with those staff elements that have authority commensurate with responsibilities, unity of command, and a clear correlation between staff forms and functions.

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## Jobs (FYI--not endorsements)

**Billet Opening: Civil Affairs Capabilities Integration Officer** at MCCDC in Quantico. Prefer an O-5 with extensive Civil Affairs training, education, and experience. Potential 1-2 year orders (subject to IA Board approval for wartime mobilization). Commencing in May 2008.  
Contact: Col Montgomery

**Envisioneering, Inc.** is reportedly looking for junior- and mid-level analysts for a team to support the FBI Terrorism Threat Operations Center, which is in the process of being stood up in the DC area.  
Target audience: E-4/5s who recently redeployed from the sandbox.  
See: [www.envisioneeringinc.com](http://www.envisioneeringinc.com)

**International Relief and Development (IRD)**, an NGO, is reportedly interested in hiring Civil Affairs operators (officers and senior NCOs)--for Afghanistan, Iraq, and the HQ in Washington DC  
See: [www.ird-dc.org](http://www.ird-dc.org)

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## Tip of the Day

In Middle Eastern negotiations, the *real* negotiating often begins *after* you reach an agreement--usually in the form of a series of small, reasonable, and seemingly unrelated, requests. But it's like drinking shots at the bar: each one goes down easily, but the effects accumulate faster than you realize. So, if you agree to any of his requests, make *him* prioritize each one as you accept it. It slows things down and identifies what he thinks is important. When time or resources run out (and they always do), *he* will have less reason to complain--and *you* won't get skinned.