EWTGL Core Missions

Naval Amphibious Center of Excellence

Primary NACOE functions:
- Advocacy and Alignment
- Training / exercise support
- Education support
- Doctrine review

Secondary functions:
- Experimentation support
- Requirements development

NACOE serves as focal point between USN/USMC for AMW. Functions as “server” for all blue/green AMW entities. A core capability will be coordination and standardization of MEB/ESG CE staff training.

- Support Fleet Response Training Program – Pre-deployment Training Program (FRTP-PTP)
- Expeditionary Training Expertise
- Classroom, In-port, at Sea and MTT Training

AMW OAG

MEB/ESG Staff Training

Exercise development / support

LSE MCTOG HWF IPT

MEBEX

Potential Sequel: Evolve NACOE into the JACOE
“TO CONDUCT TRAINING AND INSTRUCTION IN THE DOCTRINE, TACTICS, AND TECHNIQUES OF NAVAL EXPEDITIONARY WARFARE, WITH A FOCUS ON AMPHIBIOUS OPERATIONS, IN ORDER TO SUPPORT OPERATIONAL COMMANDERS IN MAINTAINING FORCES READY TO PROJECT MILITARY POWER FROM THE SEA.”
EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC

EWTGLANT Relationships

US Fleet Forces (USFF)
Cmdr, Second Fleet (C2F)
Cmdr, Strike Forces Training Atlantic (CSFT LANT)
Tactical Training Group, Atlantic (TTGL)

EWTGLANT

Cmdr, Naval Surface Forces (CNSF)

Navy Expeditionary Combat Command (NECC)
Naval Education Training Security Assistance Field Activity (NETSAFA)
Naval Warfare Doctrine Command (NWDC)

Marine Forces Command (MARFORCOM)
II Marine Expeditionary Force (II MEF)
Special Operations Training Group (SOTG)

Training Command (TRNGCOM)
Training & Education Command (TECOM)

COORDINATION OF EXPEDITIONARY WARFARE DOCTRINE & TRAINING

MARINE CORPS TRAINING POLICY, DOCTRINE, & FUNDING
Arc of Instability

Range of Military Operations
- Conflict
- Humanitarian Assistance
- Disaster relief
- Security Cooperation
- Peace keeping
- Presence
- Evacuation
- Reinforcement

How much of this area is accessible:
- by conventional land and air forces?
- by amphibious forces?
- by self sustaining amphibious forces?
- through forcible entry amphibious forces?
- given our current readiness, recent training and structure?
Vision and Strategy 2025

“We will be …

• Deployed forward with relevant and timely capabilities
  – Maximize speed and freedom of action through seabasing, while minimizing footprint ashore.
  – Conduct joint forcible entry operations from the sea.
  – Engage in sustained operations ashore, as required.

• Focused on executing sustainable expeditionary operations

These are not capabilities inherent in our current MEU / SG

What are we doing today to ensure we have this capability in 2025?
Are we doing enough?
Who speaks for the amphibious community?
Expeditionary Warfare Training Group, Atlantic

Core Competencies

- Persistent forward naval engagement
- Forces and specialized detachments for service aboard naval ships, on stations and for operations ashore
- Conducts joint forcible entry operations from the sea and develops landing force capabilities and doctrine
- Conducts complex expeditionary operations in the urban littoral and other challenging environments
- Leads joint and multinational operations and enables interagency activity

Where are we focused today?
Gaps

• Loss of service level advocacy for amphibious issues.
  – ESG CE ≠ PHIBGRU
    • ESG CE Operationally focused and tasked
  – MEF(Fwd) ≠ MEB
    • No standing MEB Staffs
    • MEF(FWD) not focused on amphibious issues
  – Elimination of annual Navy-Marine Corps Amphibious Board

• Recent focus on operational requirements have distracted the services from a key core competency.

• No large scale amphibious exercises since 9/11.

• Loss of experience and expertise (retirements, reassignments, latency)

• No single “Naval” entity to focus amphibious efforts.
Inconsistencies

- FRTP / PTP differences
  - East Coast / West Coast / Pacific
- Training and education standardization
- Amphibious education career progression
  - TBS → EWS → C&S
  - SWOS → War College
- Doctrine
  - Navy, Marine Corps, Joint
- Nesting emerging requirements/technologies
  - V22, C2 Systems, …
- Amphibious lessons learned
- Tactics, techniques and procedures & Best practices
“...increase naval force capability...advance the amphibious and expeditionary capabilities of the Combatant Commanders...strengthen concepts and training that enhance naval contributions to the Long War... Continue to develop centers of excellence.”

Commandant’s 2006 Planning Guidance

“...enhancing our capability to conduct expanded core capabilities ...some capabilities require immediate attention, in particular our littoral capabilities...expand and refine our training to include additional skills while honing our ability to command operational level campaigns.

ADM Roughead brief to the House Armed Service Committee (13 Dec 07)
Most Recently

“…We must reconnect to our naval character and proficiency, ensuring our Marines and Sailors are prepared to fulfill our role as an amphibious force in readiness and fully able to "fight from the sea”…”

CMC Washington 301724Z JUL 08
How to best prepare

1. Improve what we are already doing
   - Standardize/ improve current MEU/SG predeployment training
   - Re-inject amphibious requirements

2. Reestablish large scale Naval training and exercises
   - MEB and ESG staff training
   - Amphibious assault exercises

3. Build an organization to speak for the amphib community
   - Naval in philosophy
   - With Service level authorities and visibility across the DOTMLPF
Comprehensive approach
Three Lines of Operation

Institutional Commitment / Process
Assessment / DOTMLPF
Executive level venues (Warfighter, OAG, COE)

Operational/Staff Level Training
CPX, Wargames, JTFEX, Synthetic, Synthetic/Live, Live

Tactical / Unit Level Training
TCAT, FRTP-PTP, TTPs, Academics

Process continues and adjusts with an assessment of the current state of MEB/ESG amphibious assault capability and capacity
Initiatives

- FRTP-PTP
  - MOU/MOA
  - C2F – II MEF Instruction

- MEB Forcible Entry / Amphibious Operations Exercise
  - Skill set training, planning, execution

- Establishment of Naval Amphibious Center of Excellence

- Operational Command Post Exercises
  - 1NCD, ESG-2, COMUKAMPHIBFOR

- NATO Conferences
  - NATO Alligator Conference
  - NATO Standardization Agency
    - Amphibious Operations Working Group
    - Joint Intelligence Working Group
ESG Fleet Response Training Plan (FRTP)
MEU Predeployment Training Program (PTP)

EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC

INITIAL PHASE

INTERMEDIATE PHASE

FINAL PHASE

- Exped Staff Planning Primer (ESPP)
- WCC
- GROUP SAIL
- ESG Workshop
- NSFS Trainer
- SACC Trainer
- ESGINT
- GCT / FST-GC
- RUT
- C2X
- CERTEX
- POM Period

ESPP: Expeditionary Staff Planning Primer
ESG: Expeditionary Strike Group
WCC: Warfare Commander Conference
NSFS: Naval Surface Fires Support
SACC: Supporting Arms Coordination Center
ESGINT: ESG Integrated Training
GCT: Group Commander Training
FST-GC: Group Commander Fleet Synthetic Training
RUT: Realistic Urban Training
C2X: Composite Training Unit Exercise
CERTEX: Certification Exercise
POM: Pre-Overseas Movement

- Integrated At-Sea events
- MEF events
- TTGL-sponsored events
- EWTGL-sponsored events
- Other events
EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC

EWTGL Core Missions

Naval Amphibious Center of Excellence

Potential Sequel: Evolve NACOE into the JACOE

Primary NACOE functions:
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Secondary functions:
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- Requirements development

NACOE serves as focal point between USN/USMC for AMW. Functions as “server” for all blue/green AMW entities. A core capability will be coordination and standardization of MEB/ESG CE staff training.

- Support Fleet Response Training Program – Pre-deployment Training Program (FRTP-PTP)
- Expeditionary Training Expertise
- Classroom, In-port, at Sea and MTT Training

MEB/ESG Staff Training

AME

OAG

Exercise development / support

LSE

MCTOG

HWF IPT
Institutional assessment and planning runs concurrent with academics and tactical events.

Tasks / Objectives / UJTLs

Phase I
- CY 20XX
- Assessment, Training Plan, Academics, Tactical events

Phase II
- CY 20XX
- Unit/Staff skills, Synthetic/live Staff CPX

Phase III
- CY 20XX
- Advance Staff/unit skills, Live/Synthetic Exercise

We are here

Training (schoolhouse, seminar, etc)

Workshop

Crawl
- Staff Org Planning C2 Structure

Walk
- Crawl + Amphib Ops
- Walk + Objectives Joint Fires

Run

Complexity

Phased Building Block Approach
Workshop Progression

- Staff Formation
- Staff Structure & Operation
- Force Structure
- Planning Focus

WS 1
WS 2
WS 3
Training Objectives

• USN
  – Validate Battle Staff effectiveness
  – Validate establishing directives
  – Coordinate and plan in conjunction with Marine staff

• USMC
  – Validate structure and organization
  – Train MEB staff for forcible entry operations
  – Coordinate and plan in conjunction with Navy staff
Endstate

- Develop a cadre of experienced officers and senior enlisted personnel with exposure / experience in amphibious MEB/ESF forcible entry operations
- Periodic amphibious MEB/ESG C2 events (synthetic) to establish depth and enhance expertise across USN/USMC
  - Include deploying ESG participants where FRTP-PTP permits
- Routinize concurrent development of other AMW skill sets in existing FRTP-PTP venues
  - Ship-to-shore movement planning and execution, amphibious craft loading and unloading, supporting arms and integrated fires during ESG C2X and CERTEX events
- Position for a future recurring live amphibious MEB/ESG exercises
  - Including amphibious MEB/ESG training capability
EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC

EWTGL Core Missions

Primary NACOE functions: Advocacy and Alignment Training / exercise support Education support Doctrine review

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Naval Amphibious Center of Excellence

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MEBEX

• Support Fleet Response Training Program – Pre-deployment Training Program (FRTP-PTP)
• Expeditionary Training Expertise
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AME/ESG Staff Training

Exercise development / support

LSE MCTOG HWF IPT

Potential Sequel: Evolve NACOE into the JACOE
Mission

The NACOE serves as a focal point of amphibious issues for the Navy, Marine Corps and other services and agencies in order to ensure the services are capable of fulfilling the amphibious requirements of the Maritime Strategy, Combatant Commanders’ Operational Plans, and future national security requirements.
How the NACOE addresses the problem

The NACOE provides service-level advocacy, coordination, and integration. Specifically:

- Host and represent AMW community on Advocate forums
- Develop and coordinate training and education continua
- Develop a collaborative AMW Lessons Learned data base
- Draft and review Doctrine and Tactics, Techniques and Procedures
- Develop and review MET based training documents
- Assist in development / tracking of requirements
- Represent community in experimental and synthetic development and exercises
Functions and Tasks

• Advocacy
• Training and Education
• Lessons Learned and Best Practices
• Doctrine and Tactics, Techniques and Procedures
• Policy
• Requirements and Experimentation
AMW Community of Interest

- Matrix NACOE leverages existing knowledge and experience in the “AMW Community of Interest”

- Build robust collaborative website: Key issues, lessons learned, discussions, conference results, links to other sites, upcoming events, curriculum, planning, etc.

- Streamline the physical size of the NACOE

- Need TAD budget to foster and maintain support base
Phase 0 -
Minimum capability requirements

Tasks
- Build/manage collaborative AMW website
- Focus on AMW OAG and Amphibious Board coordination
- Develop Lessons Learned and add to website
- Parallel effort with MEB/ESG CE training process curriculum; use this package as basis for AMW AE planning courses in EWTGs
- Publication review
- Leverage EWTL/P for training capacity

Manning
- Military: 4-6 both internal and additional structure
- Civilian: 2-4 contractors to eventually become NSPS

Budget
- Plus-up EWTGL baseline and add money for contractors and TAD
Challenges of being “Naval”

• Two chains of command
  • Operational vs supporting establishment
• Myriad of organizations with competing requirements
  • Similar functions but stovepiped in approach
• Two (and more) pots of money
  • No single source in either service
• Two manpower systems
  • No amphib Sailor / Marine in assignment process
• Two NMCIs
• Two different approaches to COEs
EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC

WCOE Scope

- TYCOM
- JTF/NCC/MCC
- CPF/USFF
- OPNAV
- ONR
- SYSCOM
- S&T
- NWC
- NETC
- JOINT
- PCOE
- NWDC
- Coalition
- Weapon Schools
- Numbered Fleets
- Interoperability & Integration
- Redefine NMETS
- Concept Development
- Model Manager
- Requirements & Capabilities Development
- Navy Equities
- Warfighting Assessment
- Requirements
- Future Naval Capabilities
- Shape Acquisition
- New Technology
- Shape Wargaming
- Platform Alignment
- Standardize Training
- Visibility across DOTMLPF
Critical Fleet Warfighting Mission Areas

- ASW: NMAWC
- MIW: SWDG
- ASUW: None
- IAMD: None
- ExWar: NSAWC
- STRK: NNWC NIOC
- Non-Kin: None
- FP: NavSpec WarCom
- SpecWar: WCOE providing mission area coverage

Significant Coverage
Limited Coverage
No Coverage

Pressing Needs for Several Warfare Areas
Functional TECOE Realignment

TECOEs: Special Staff Status, Authoritative Review, Directive in Nature to proponents

- CE TECOE (MSTP)
- GCE TECOE (OTIC)
- LCE TECOE (LTIC)
- ACE TECOE (WTI)
- C4 TECOE (CTCs)
- INTEL TECOE (ITCs)
- CIW TECOE
- PHIB

DC CD&I
DC PP&O
DC I&L
DC AVN
Dir C4
Dir Intel
DC CD&I

CG MAGTF TC

OTTP
LTTP
WTTP
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Potential Sequel: Evolve NACOE into the JACOE
Key points

• Expanded USMC participation as voting members
  – Will continue to strengthen this relationship
  • MEF reps “got it”, now back-briefing their CGs
  • Need more HQMC/PPO and OPNAV/N3 involvement on operational issues due to expanded scope of AMW OAG

• Inclusion of Item 16 in top 20 list is significant
  – Now we must build on this “wedge”

• USMC representation requested for briefs to SURFLANT and SURFOR

• Recognition of requirement for a NACOE-like capability, especially to coordinate non-materiel solution issues
EWTGL Core Missions

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• Back-up slides
<table>
<thead>
<tr>
<th></th>
<th>Project Description</th>
<th>Category</th>
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<tbody>
<tr>
<td>1</td>
<td>LSD MIDLIFE (INCLUDING REPAIRS) (HME)</td>
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<td>LHD MIDLIFE (INCLUDING REPAIRS) (HME)</td>
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<td>LCAC SLEP / READINESS (BNL)</td>
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<td>4</td>
<td>LCU SUSTAINMENT / REPLACEMENT (BNL)</td>
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<td>WELIN LAMMIE BOAT DAVIT (HME)</td>
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<td>IMPROVED L-SHIP SELF DEFENSE (CAPSTONE, AIP, FAC, FIAC) (C5I)</td>
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<td>GIG E LAN (C5I)</td>
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<td>CBSP (IP BANDWIDTH) (C5I)</td>
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<td>FLIGHT SAFETY PALS / NVD / SATCC (AVI)</td>
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<td>10</td>
<td>ESG AND USMC C5I INTEGRATION (FIELD / BACKFIT TO GREEN BASELINE) (C5I)</td>
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<td>11</td>
<td>INLS PROCUREMENT (BNL)</td>
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<td>12</td>
<td>STUASS / TIER 2 UAS ESG INCORPORATION (ISR) (AVI)</td>
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<td>13</td>
<td>LANDING FORCE OTH TACTICAL COMMS - HF ALE AND EMUT (C5I)</td>
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<td>14</td>
<td>PROPULSION DIESEL / SSDG SUPPORT (HME)</td>
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<td>15</td>
<td>L CLASS CAPABILITY TO LOAD USMC EQUIPMENT (HME)</td>
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<td>16</td>
<td>ESG (CE) / MEU / MEB TRAINING (TNR)</td>
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<td>17</td>
<td>MV 22 / JSF INTEGRATION (AVI)</td>
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<td>18</td>
<td>OPTAR SHORTFALLS (BNL)</td>
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<td>19</td>
<td>TDL LSD 41/49</td>
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<tr>
<td>20</td>
<td>AMW HF COMMS AND HFRG (C5I)</td>
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**APPROVED: COMESG TWO, AMW OAG 08-01 CHAIR, 05 JUN 08**
1. Establish a Blue Baseline for C5I
2. Establish a Blue/Green command and control space utilization plan and configuration control.
3. ESG/EOD personnel resourcing
4. Update TADIL Links (LSD) in ROC/POE IOT support sea-basing and global fleet station.
5. Re-assess policy for monorails for L Class ships.
6. 11 meter RHIBs outfitting on Big Decks
7. Shoring requirements for L Class (wet well rqmts)
8. MOGAS policy – re-assess rqmts
9. FIAC Training – tie to self defense
10. ESG (command element/PHIBGRU – future of the command element
11. Engineman manning on LSDs
12. ESG Mission Definition
13. ESG Manning
14. ESG TACPUB Review and Revision
15. Sea Basing, L-Class ships
Background

- Combatant Commander OPLANs require forcible entry amphibious capability at MEB/ESF level
- Commitments to support OEF and OIF have impacted the ability of the USN and USMC to conduct brigade (MEB) level amphibious operations, resulting in the atrophy of critical C2 skill sets
  - Majority of USMC have done multiple tours in OEF and OIF but little experience aboard amphibious platforms
- Last East Coast MEB-size exercise was conducted in 2001 (pre-9/11)
- Focus on OEF / OIF missions has also detracted from traditional amphibious skills above the MEU level
- Restructuring of CPG-2 and CPG-3 to flag-level ESG Command Elements has further impacted AMW knowledge base
- Evaporation of Navy AMW experience; fewer naval personnel with hands-on experience conducting MEB level amphibious operations

Objective: Rebuild and attain the necessary skill sets to enable the Navy and the Marine Corps to exercise effective C2 to execute successful amphibious forcible entry operations
Problem

A degraded capability to conduct amphibious operations above the MEU/ESG level.

“…the skills needed for combined arms maneuver and amphibious warfare have deteriorated.”
Commandant’s 2006 Planning Guidance

A lack of focus and fully integrated effort between USN/USMC to address amphibious warfare issues.

“… the Navy has not yet established a specific implementation goal for expeditionary strike groups and other forces.”
GAO Report Feb 2008
Specified Tasks

• Review amphibious doctrine, policies, and resourcing
  – Assess the shifting dynamics of maritime warfare
  – Ensure amphibious tenets keep pace with evolving capabilities, technologies, allies and foes
• Re-invigorate educational institutions and the professional education of our warfighters in amphibious operations
• Complement education with specific and focused training
“Refine the scope, responsibilities, authorities, and command and control for established warfare centers of excellence (WCOE). Make recommendations concerning the requirement to create additional WCOEs and recommendations to eliminate or realign legacy related organizational constructs/functions.”
Problem Definition

• **Current readiness assessment doesn’t sufficiently portray the combat readiness of fleet forces to conduct warfare missions.**
• **Current WCOEs are not empowered nor credentialed to deliver an end-to-end assessment of critical warfare areas.**
EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC

Current WCOE Structure

Disparate Alignment, Focus and Output
## WCOE Responsibilities

### Missions
- Articulate Requirements
- Develop Doctrine/TTP
- Conduct Training
- Conduct Readiness Assessment
- Develop Mission Area Concepts

### Functions
- Gap Analysis
- S & T Recom
- Author CONOPS to Doctrine
- Develop entire training continuum
- Conduct Integrated Trng
- Assess Fleet Units
  - Observe Exercises
  - Analyze Operations

### Tasks
- OPLAN/CONPLAN
  - IPCL/ NCDP/ ICD-CDD
- FNC, Sea Trial, JCTD
- CONOPS, Tac D&E, CONOPS Validation
- Individual (A, C-School )
  - Unit level & Integrated
- Joint/Combined
- OPLAN/CONPLAN specific
- DRRS-N/SORTS, Lessons Learned, Post-Deployment
  - CNA Studies
Proposed TECOE Mission

- Develop the T & E continuum for cognizant MAGTF Element / OCCFld to support Advocate & OPFOR reqs.
- Review and validate T & R Manuals / ITS
- Review and validate all T&E curricula (POIs)
- Assign AO’s to participate in MCWL/Joint experimentation
- Assign AO’s ISO acquisition programs
- Serve as TECOM representation and at appropriate Advocate Forums
- Support Development and review of Doctrine & TTPs

Proposed TECOE TASKS
TECOEs: Special Staff Status, Authoritative Review, Directive in Nature to proponents

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- GCE TECOE (OTIC)
- LCE TECOE (LTIC)
- ACE TECOE (WTI)
- C4 TECOE (CTCs)
- INTEL TECOE (ITCs)
- CIW TECOE
- PHIB

- C2TECOE
- IM
- MISTCS
- IO
- MAGTF Plans
- INF
- ARTY
- TANKS
- AAV
- Fires
- Maneuver
- Light
- Armor
- Urban Warfare
- Mountain Warfare
- Desert Warfare
- Jungle
- Riverine
- Special Skills
- Recon

- LOG
- ENG
- NM
- Ord
- Maint
- EOD
- Pers Recovery
- Utilities
- MPs
- Financial Mgt
- Food Serv
- NLW
- Supply
- Music
- NBC
- Postal
- TMO
- • Cft Camera?
  • PAO?
  • Legal?

- Avn Ord
- Avn Log
- Anti-Air
- CCR
- Air Traffic Control
- Air Traffic Control
- AVN Maint
- Avionics
- Avn Safety
- Airfield Services
- UAV
- Topo
- Imagery
- Linguist
- HUMINT
- Counter Intel
- Crypto
- SigInt
- METOC
- CAOCL
- SCETC
- CMO

- TECOM HQ Proponent for Common Skills
  - Physical Fitness
  - Leadership
  - Martial Arts
  - Marksmanship
  - CWS (Swim)
  - ELT
  - Joint T&E?
  - Service PME (EDCOM)
  - Annual Trng
  - Grd Safety
  - Trng / T-3S

= TECOE in Campaign Plan/Frago