



U. S. Marine Corps Forces Europe and Africa



Campaign Plan

2016-2020

Theater Crisis and Contingency Response
Forces in Readiness

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UNITED STATES MARINE CORPS

United States Marine Corps Forces Europe and Africa
Unit 30401, APO AE, 09046

U.S. Marine Corps Forces Europe and Africa (MARFOREUR/AF) is the Service Component to U.S. European Command (USEUCOM) and U.S. Africa Command (USAFRICOM). MARFOREUR/AF operates as an integrated headquarters supporting a dual-hatted Marine commander with separate and distinct authorities, responsibilities, and priorities.

This campaign plan updates our unifying multi-year concept of employment for Marine Corps forces in Europe and Africa. It is our means to synchronize command and staff actions and balance competing demand for staff capacity and resources to address the new strategic environment.

In Europe, USEUCOM's top priority is ensuring that Russia is deterred from further aggression and rejoins the community of cooperative nations to advance peace and security. During the period of this campaign, our readiness to composite and employ a brigade or higher-level Marine Air Ground Task Force (MAGTF) in the USEUCOM theater is our primary contribution. In Africa, USAFRICOM continues to direct our focus toward the protection of U.S. Government personnel at designated high-risk/high-threat U.S. posts. In cyberspace, we will enable full spectrum cyber operations to ensure freedom of maneuver and force projection.

Going forward, crisis response is our primary mission. Our focus is maintaining the balanced readiness and warfighting proficiency of allocated forces to address today's challenges, today. Concurrently, however, we will establish planning relationships and issue mission orders to subordinate and aligned commanders to increase contingency planning capacity, develop and demonstrate Service capabilities, validate concepts of operations, and implement initiatives required to posture ourselves for an uncertain future.

Consistent with the U.S. Marine Corps capstone concept Expeditionary Force 21, we will focus our activities along four broad lines of effort:

- Crisis Response
- Contingency Response
- Maritime Expeditionary Operations
- Security Cooperation

Through the actions outlined in this plan, we will provide USEUCOM and USAFRICOM with Marine Corps Theater Crisis and Contingency Response Forces in Readiness. I expect commanders and leaders will aggressively pursue the vision and initiatives outlined in this campaign plan to appropriately posture MARFOREUR/AF to innovate, adapt, and if necessary...fight and win!

A handwritten signature in black ink, appearing to read 'N. E. Nelson', written over a light gray background.

N. E. NELSON

Major General, U.S. Marine Corps
Commander, U.S. Marine Corps Forces Europe and Africa

U.S. Marine Corps Forces Europe & Africa

Campaign Plan

2016-2020

Theater Crisis and Contingency Response Forces in Readiness

June 2016

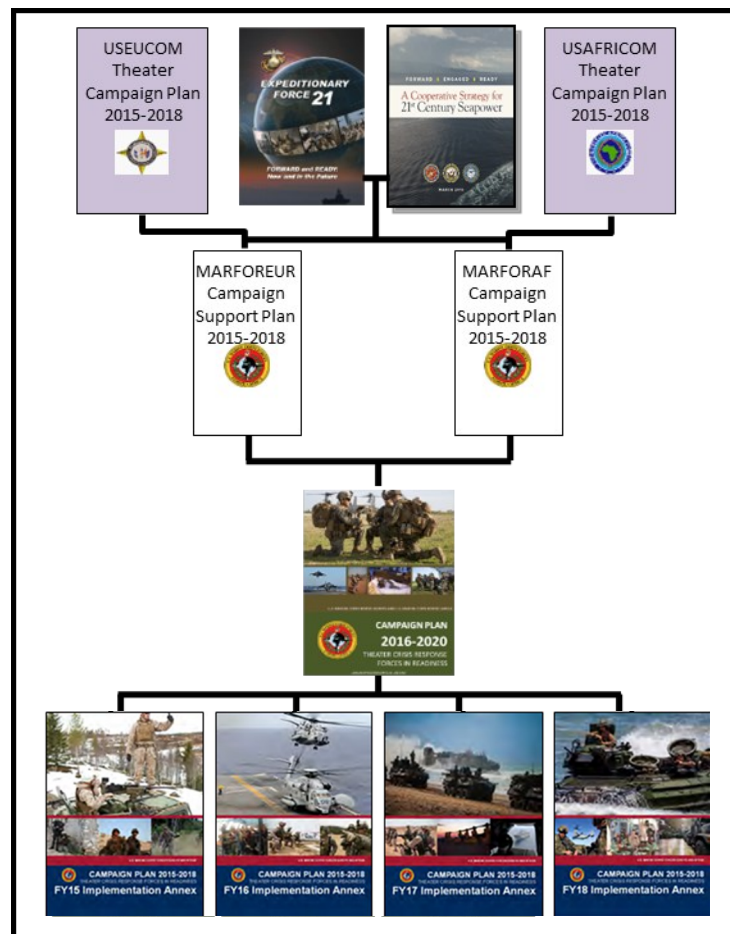
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FOREWORD

The *U.S. Marine Corps Forces Europe and Africa Campaign Plan 2016-2020* defines the organization's desired baseline operating conditions and capabilities beyond a one-year planning and execution cycle and directs action to achieve desired end states. The Campaign Plan synthesizes strategic guidance provided by U.S. European Command (USEUCOM), U.S. Africa Command (USAFRICOM), and Headquarters Marine Corps (HQMC); accounts for the Commanders' priorities and vision; establishes a deliberate yet broadly-defined multi-year plan to achieve stated objectives; and provides a framework for implementation, periodic assessment, and refinement.

The Campaign Plan will be supported by Fiscal Year Implementation Plans that will further refine the guidance of the multi-year Campaign Plan into detailed single-year Plans of Action and Milestones (POA&Ms) with specific tasking to MARFOREUR/AF staff sections and subordinate commands.



ENVIRONMENT

STRATEGIC ENVIRONMENT

While the most dangerous challenges facing MARFOREUR/AF are associated with USEUCOM contingencies, the most likely are associated with crises in USAFRICOM.

Since World War II, European allies and partners have worked with the United States to achieve security and stability, and Europe continues to be critical to U.S. national security interests around the globe. Growing instability, however, is being fueled by aggressive Russian behavior and NATO is undergoing a profound historical change to address a diversity of European and global challenges.

Africa remains an enduring interest for the United States and its importance will continue to increase as African economies, population, and influence grow. Our engagement now can assist our African partners in realizing their potential and gaining the capability to solve African problems. African solutions to African problems are in the best interest of Africans, Americans, and indeed the world.

USEUCOM AREA OF RESPONSIBILITY (AOR)

After nearly a quarter century of relative geopolitical stability, Europe is entering a new strategic era that reflects a return to great superpower competition.

The *USEUCOM Theater Campaign Plan* defines three threats in the AOR that drive the reframing of USEUCOM's theater campaign:

- A revanchist Russian Federation coercing European states
- Terrorism stemming from the Syrian civil war and instability in North Africa providing safe haven and operating space to Violent Extremist Organizations (VEOs), thereby generating foreign fighter flow to, from, and within Europe
- Continued threats to Israel

USEUCOM is promoting a balanced approach and working with allies and partners to address these challenges. Key to this approach is being able to deter our most advanced competitors. To do so, we must have—and be seen to have—the ability to fight and win. Given our budget, our capabilities, our readiness, and our actions, U.S. Marines must and will be prepared for a high-end full-spectrum enemy. The European Reassurance Initiative (ERI) demonstrates U.S. commitment to the security of our allies and partners and to protecting our homeland through several lines of effort, including:

- (1) increased U.S. military presence in Europe;
- (2) additional bilateral and multilateral exercises and training with allies and partners;
- (3) improved infrastructure to allow for greater responsiveness;
- (4) enhanced prepositioning of U.S. equipment in Europe; and
- (5) intensified efforts to build partner capacity for newer NATO members and other partners.

Russia and Eastern Europe: Russia poses a long-term existential threat to the United States and our allies and partners in Europe. Russian intimidation of the Baltic states, revitalization of its Arctic bases, and aggressive actions in the air, at sea and in cyberspace are the cause of much concern. Meanwhile, Russia continues to develop advanced military systems that seek to threaten our advantages in specific areas and, in some cases, they're developing weapons and tactics, techniques, and procedures (TTP) that seek to achieve their objectives rapidly, in an effort to deny our ability to respond.

The Levant: The emergence of the Islamic State is a significant regional development as the group now controls substantial portions of Iraq and Syria through its rapid para-military expansion and growth in resources. Internal strife in Syria continues to fuel the group amid sectarian friction, at great cost to human life. Syria has become a magnet for global jihad; a situation that is likely to persist. Ongoing, severe spillover effects include a flood of refugees and an influx of foreign fighters into neighboring countries and throughout Europe.

Israel is in a region of growing instability, surrounded by adversaries in the West Bank, Gaza, Sinai Peninsula, and southern Lebanon. Continued U.S. political and security guarantees have left our strategic partnership with Israel unshaken, as Israel will be a key ally with which to coordinate efforts to minimize extremist influence in the broader Levant.

The Arctic: The Arctic is at a critical point in its transformation from a relatively isolated region to one where receding ice is enabling increased human access. As climate change and the variability of new energy sources shape the global environment, these shifts will affect our strategic outlook, especially in the Arctic. As more countries operate in the Arctic, more opportunities and challenges will arise. The United States is

committed to working with allies and partners to keep the region stable and secure through this historic change. U.S. Naval forces are uniquely capable of conducting operations across the vast distances, remote outposts, scarce infrastructure, and seasonal challenges present in the Arctic.



A U.S. Marine Corps M1A1 Abrams Tank takes part in a live-fire exercise in Rena, Norway, as part of a training exercise integrating both U.S. and Norwegian forces.

USAFRICOM AOR

In Africa, terrorists, criminal organizations, militias, corrupt officials, and pirates continue to exploit ungoverned and under-governed territory on the continent and its surrounding waters. The potential for rapidly developing threats poses acute challenges to U.S. interests particularly in fragile states. Multilateral peace operations under the aegis of the United Nations, African Union, and sub-regional organizations are playing an increasingly prominent role in maintaining and restoring international security, including the prevention and mitigation of mass atrocities in threat environments that previously would have deterred multilateral action. At the same time, significant opportunity exists for the U.S. to develop and strengthen relationships with strategic allies through anti-corruption initiatives that promote effective governance and security cooperation partnerships aimed at building more professional and capable military forces.

Threats and attacks against U.S. diplomatic facilities and personnel are of significant concern to our Nation. The Department of State periodically assesses U.S. diplomatic missions worldwide and weighs criteria to designate those that are high-risk/high-threat. Nowhere is this threat more acute than in the USAFRICOM AOR. Meanwhile, many regions throughout the USAFRICOM AOR remain fragile and vulnerable to humanitarian disasters. Although primary responsibility for providing assistance resides with the host country, many African partners lack sufficient capability and capacity to relieve or reduce human suffering, disease, hunger, or privation without significant external support.

East Africa: Strategic focus in East Africa remains the Horn of Africa region. Terrorist organizations such as Al Shabaab, pirate consortiums, and criminal entities pose ongoing challenges to U.S. political and economic interests. U.S. foreign policy objectives in Somalia are to promote political and economic stability, prevent the use of Somalia as a haven for international terrorism, and alleviate the humanitarian crisis caused by years of conflict, drought, flooding, and poor governance. The U.S. is committed to helping Somalia's government strengthen democratic institutions, improve stability and security, and deliver results to the Somali people. The U.S. welcomes success to the African Union Mission in Somalia (AMISOM) in driving al Shabaab out of strategically important population centers.

Combined Joint Task Force-Horn of Africa (CJTF-HOA) is an operational U.S. military headquarters countering violent extremist organizations in East Africa and helping to ensure the protection of the homeland, American citizens, and American interests. Positioned on the African continent in Djibouti, CJTF-HOA works with partner nations, coalition forces, and interagency/intergovernmental organizations to achieve a unified effort.



A Marine with Special Purpose Marine Air Ground Task Force–Crisis Response–Africa (SPMAGTF-CR-AF) instructs a park ranger on the proper use of an AK-47 in Tanzania.

North-West Africa: In North-West Africa, insecurity increasingly threaten U.S. interests. In spite of multinational security efforts, terrorist and criminal networks are gaining strength, improving interoperability, and exploiting weak governance, corrupt leadership, and porous borders across the Sahel Maghreb to train and move fighters and distribute resources.

Libya-based threats to U.S. interests are growing and, if left unchecked, have the highest potential among security challenges on the continent to increase risks to U.S. and European interests in the next two years and beyond. Today, armed groups control large areas of territory in Libya and operate with impunity. Libyan leaders have yet to demobilize militias, create a sense of national identity, build judicial capacity, and develop state security institutions representative of the population. The spillover effects of Libya's insecurity creates a regional humanitarian crisis and enables increased foreign fighter, migrant, and drug flows that threaten the stability of North Africa, Europe's southern flank, and the greater Mediterranean basin. Tunisia, which held its first democratic elections last year, is the only Arab Spring country that remains on a positive trajectory.

Lake Chad Area: In the Lake Chad Area, the militant Islamic group Boko Haram has destabilized much of northeast Nigeria and is spreading its operations into Cameroon. The group seeks to impose Islamic law to counter the perceived moral degradation caused by Western education and culture, and has killed thousands of civilians. The limited results achieved from the Nigerian government's military response to Boko Haram may suggest an opportunity for U.S. and African partnerships to develop and strengthen effective CT strategies that avoid alienating citizens with brutal measures.

Gulf of Guinea: Gulf of Guinea countries lack the naval presence to effectively patrol waters in and around the Niger Delta and Gulf of Guinea. Increasing security requires training, resources, regional cooperation, and additional embarked security teams to monitor shipping lanes and respond to criminal activity. To effectively conduct security operations across such a large geographic area requires a collaborative approach.

The 2014 Ebola crisis in Guinea, Liberia, and Sierra Leone is a lingering memory for the region. The rapid spread of the disease reflects the lack of national capacity to contain the disease through border control and patient treatment. Response efforts were further impeded by the weakened institutions and infrastructure of these countries, which are simultaneously rebounding from lengthy conflicts. In response, the United States executed Operation United Assistance to provide coordination of logistics, training, and engineering support to the U.S. Agency for International Development (USAID) in West Africa and assist in the efforts to contain the spread of the Ebola.

INSTITUTIONAL ENVIRONMENT

The Commandant of the Marine Corps' (CMC) priorities and Service objectives direct the Marine Corps to maintain its commitment to crisis response, build the capacity of strategic partners, and prepare for global operations. The Marine Corps capstone concept, *Expeditionary Force 21*, defines the role of the MARFORs as advising the Combatant Commanders (CCDR) on Marine Corps capabilities relevant to setting the conditions for crisis and contingency response and supporting theater security cooperation activities within their areas of operations. The Marine Corps is also tasked with adopting a new forward posture in which one-third of its operating forces will be persistently positioned forward with a greater variety of unit types distributed across areas of command responsibility.

Expeditionary Force 21 identifies that Special Purpose MAGTFs (SPMAGTFs) will assume a greater role in crisis response and generate greater capacity for forward presence in more locations. Based on CCDR requirements, these organizations are positioned for immediate response to episodic crises and appropriately tailored to conduct security cooperation activities with partner nations. This allows us to develop interoperability, facilitate access, build defense and security relationships, and gain regional understanding.

In Northern Europe, the Marine Corps Prepositioning Program-Norway (MCPN) supports the Marine Corps' forward posture and contingency operations planning within Europe and Africa by providing the capability to equip deployed forces across the range of military operations. MCPN also allows for limited sustainment of USEUCOM and USAFRICOM expeditionary operations while also enabling the rapid employment of the Defense of Norway Plan.



A Marine conducts a live-fire exercise in Romania as part of the Black Sea Rotational Force (BSRF).

*For the **EUCOM/AFRICOM AORs**, the goal is a single seabased MAGTF trained for both aggregated and disaggregated employment. Subordinate task-organized forces will be employed in theater security cooperation activities while maintaining readiness for crisis response. Each disaggregated force may be embarked on single amphibious ships or exploit other combinations of shipping and/or basing ashore. When required this MAGTF can aggregate and composite with other forces in response to crises. The 2d MEB CE [Marine Expeditionary Brigade Command Element] will be oriented on this region to support steady state activities and crisis response...*

Expeditionary Force 21

While maintaining readiness for crisis response or integration into a larger contingency force, subordinate task-organized forces will be capable of engaging partner nations in more theater security cooperation activities than are currently managed. Given the low supply of amphibious ships relative to the high geographic CCDR demand, options to exploit new combinations of shipping and/or basing ashore are being explored. Alternative platforms for potential sea-basing experimentation include but are not limited to: surface combatants; the Expeditionary Mobile Base (T-ESB) enhanced as an Afloat Forward Staging Base (AFSB); Littoral Combat Ships (LCSs) with habitability modules; maritime prepositioning dry cargo ships (T-AKE); Large, Medium-Speed Roll-on/Roll-off (LMSR) ships; and foreign vessels as part of the Allied Maritime Basing Initiative.

The Marine Corps is poised to rebalance its global posture in order to address the changing strategic environment while balancing competing demands for readiness recovery. This posture will rely on forward-deployed USEUCOM and USAFRICOM-allocated Marine Corps forces to provide immediate response capabilities, while being supported by non-allocated CONUS-based units that remain at elevated alert postures. Through training and exercises, MARFOREUR/AF will institutionalize interoperability between forward-deployed forces and CONUS-based units and headquarters ready to deploy.



Ospreys with SPMAGTF-CR-AF preparing to conduct a training mission in Liberia.

OPERATIONAL ENVIRONMENT

MARFOREUR/AF has many diverse missions, tasks, challenges, and opportunities in Europe and Africa that exceed our limited time and resources. We must therefore temper our appetite and balance our efforts across each of these competing demands to optimally set conditions for operations in the near, mid, and longer timeframes.

Multi-domain Readiness: U.S. Marines must be ready to fight in the maritime, land, air, and cyber domains.

Full-spectrum Operations: U.S. Marines must be ready to conduct operations across the full-spectrum of warfare; from offense and defense to stability and civil support against both high-threat Anti-access/Area-denial (A2/AD) and hybrid threats.

Joint, Coalition, and NATO Operations: U.S. Marines must be ready to operate as part of a U.S. joint force, a multi-national coalition, and a NATO force.

NATO Credibility: U.S. Marines must contribute to U.S. and NATO efforts to deter Russian aggression by conducting training, exercises, and engagements that demonstrate credible military capabilities and show solidarity with NATO partners.

National Expectations: Our Nation expects U.S. Marines to be the most-ready when the Nation is least-ready.

Crisis and Contingency Response: Our crisis and contingency response plans must be relevant and complete; our concepts of operations must be rehearsed and validated; and our forward-deployed and CONUS-based forces must be postured and ready to respond...today.

Naval Integration: As a naval force, we must support Navy-Marine Corps efforts to restore readiness and expand tactical and operational-level amphibious and expeditionary capabilities with allies and partners in our theaters.

Information Operations: MARFOREUR/AF must expand our readiness to employ information-related capabilities (electronic warfare; military deception; military information support operations; operations security) in concert with other lines of operation to influence, disrupt, corrupt, or usurp the decision-making of adversaries and potential adversaries while protecting our own.

Service Readiness Recovery: We must balance our theater force requirements with Service demands for deployment tempo relief to create training space for readiness recovery.

Cold Weather and Mountainous Operations: After more than a decade of combat in desert environments, we must create opportunities to restore Service readiness for operations in the cold-weather and mountainous Arctic, Nordic, and Baltic regions.

Logistic Planning: Logistically, our equipment prepositioning programs must be tailored to meet both steady-state and anticipated contingency scenarios, while theater infrastructure must be validated to ensure MAGTF mobility.

Capacity Building: We must develop the capacity and capability of foreign security forces and their supporting institutions.

FISCAL ENVIRONMENT

Over the last decade, the War on Terrorism created a fiscal environment with few constraints as the U.S. conducted operations in Iraq and Afghanistan. Nearly an entire generation of junior Marines and officers has experienced no other fiscal reality. The narrowing fiscal environment will likely reduce Service resources available to MARFOREUR/AF and result in hard choices to be made between focusing resources to specific core competencies and priorities and accepting defined risk in other areas.

As good stewards of resources, the new fiscal reality requires even more discipline in our approach to training and operations. In-step with USEUCOM, USAFRICOM, and HQMC, we must make these choices holistically to deploy and sustain our forces, shape the theater, and set the conditions necessary to face the future threat environment.

Operationally, the imperative for planner-operator-comptroller collaboration increases as resources decline. They must work diligently to identify and efficiently utilize available funds to enable designated posture, activities and operations. Decreased availability of funding for training, exercises, security cooperation, and other phase zero activities will further drive MARFOREUR/AF toward innovative and small-footprint solutions to strategic challenges. Restrictive force manning levels are likely to result in smaller detachments conducting independent operations over more-widely distributed areas.



Other U.S. programs such as the European Reassurance Initiative (ERI) and the African Peacekeeping Rapid Response Partnership (APRRP) offer alternative funding sources to selectively offset Marine Corps infrastructure investment, operations, exercises, and activities.

An F-35 Joint Strike Fighter pilot exercises capabilities on a multipurpose amphibious assault ship.

CULTURAL AND PERSONNEL ENVIRONMENT

Marines, Sailors, Civilian Marines, and their families supporting MARFOREUR/AF headquarters are subject to diverse and unique stressors related to long-term overseas service. Fostering an environment that is receptive to, and naturally solicits, an open dialogue to communicate problematic service issues is fundamental to maintaining the physical, mental, and moral development of our personnel and their families. Leveraging Service resources and U.S. Army Garrison Stuttgart support to address issues that affect families and dependents, such as healthcare, childcare, force protection, and housing will be essential in ensuring that Marines and their families are resilient to the challenges of overseas military life.

Forward-deployed Marines face their own set of distinct stressors related to supporting the U.S. Marine Corps' growing crisis response and capacity building mission, especially as the strategic environment in which they operate has become more unstable. These challenges, along with the strain of being far from families and dependents, will necessitate force preservation efforts based on the institutional core values of honor, courage, and commitment. The risks of suicide, sexual assault, drug use, and alcohol abuse require special attention in these high alert environments. Protecting our Marines and eradicating misconduct from our ranks remain priorities and will be addressed with a focus on individual and unit readiness programs.



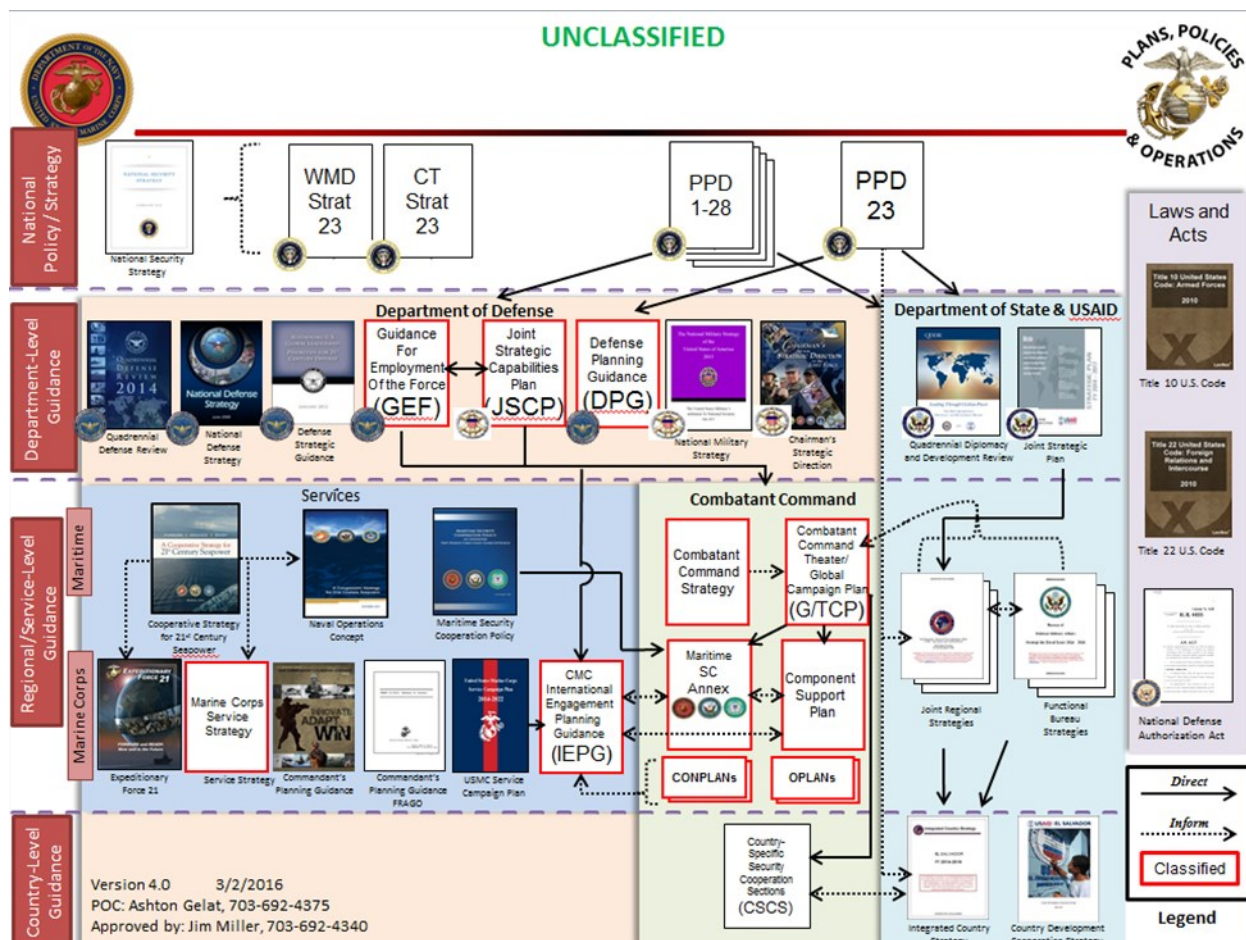
MajGen. Niel E. Nelson speaks with Marines outside the U.S. Naval Ship Sgt. William R. Button as they prepare for NATO led Exercise TRIDENT JUNCTURE 2015.

The MARFOREUR/AF Headquarters currently relies upon staff augmentation from the U.S. Marine Corps Reserve for its steady state operations. This staffing methodology results in a significant internal level of effort to recruit, mobilize, train, sustain, and demobilize this highly-transient workforce. Going forward, competition for limited Service funding is likely to challenge MARFOREUR/AF's ability to sustain this staffing model at current levels. Ultimately, maintaining readiness, adhering to standards, and upholding our core values will be the themes that guide all MARFOREUR/AF personnel.

STRATEGIC GUIDANCE

STRATEGIC GUIDANCE HIERARCHY

MARFOREUR/AF derives its strategic direction from numerous joint, CCDR, Service, Maritime, and NATO strategic guidance documents.



MARFOREUR/AF Commander's Guidance



NATIONAL GUIDANCE

DEFENSE PLANNING GUIDANCE 2016

The *Defense Planning Guidance 2016* provides context on the Defense strategy, budget, and evolving challenges. During the FY2017 Program and Budget Review (PBR) the Secretary of Defense outlined five priority challenges that are the anchor points for force planning and programming direction: China, Russia, Iran, North Korea, and maintaining the capabilities to conduct ongoing CT operations.



To address these challenges, the Nation demands that our Joint Force be able to simultaneously:

1. Protect the homeland
2. Respond to aggression by two different adversaries within overlapping timelines
3. Wage a global CT campaign in cooperation with our allies and partners
4. Improve its ability to respond to emerging 21st Century threats

Protecting the homeland from threats emanating from the five priority challenges is an implicit component of force planning for addressing these challenges. DoD's programs and plans must address the near-term requirements of these strategic imperatives, while at the same time ensuring that U.S. forces will be able to prevail against these challenges in the future.

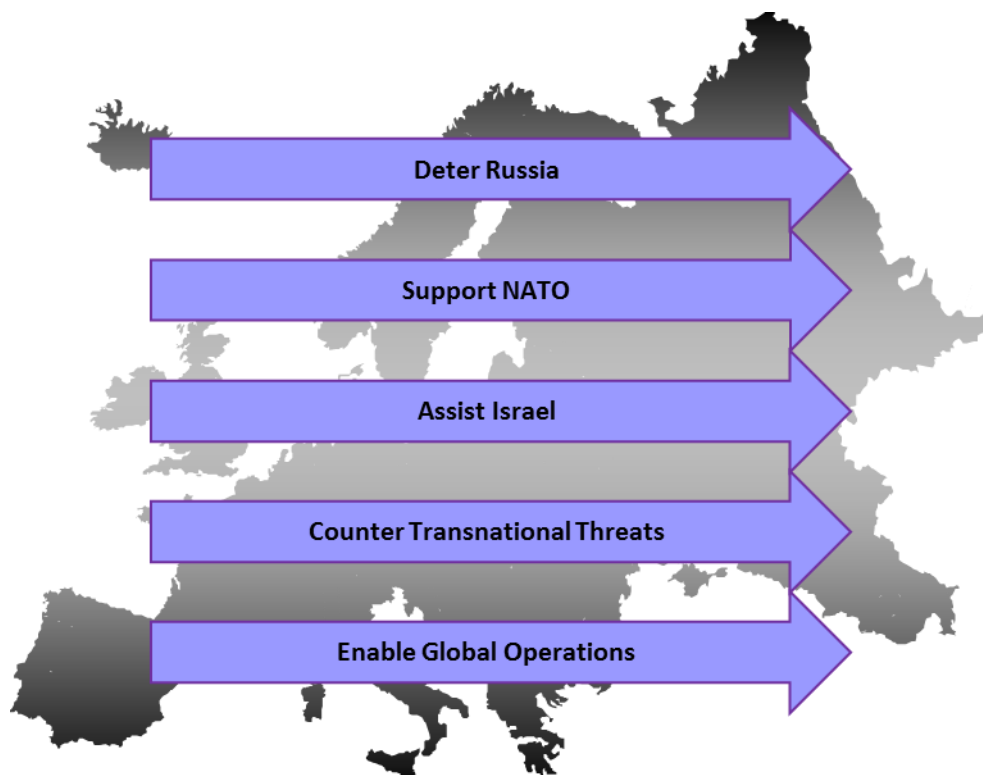
Combined exercises should be designed to:

1. Maximize benefits to Joint Force readiness
2. Prioritize partners with whom the Joint Force plans to execute contingency operations in order to enhance interoperability, including those partners who have, or are developing, capacity in areas where the Joint Force is assuming increased risk due to force structure reductions
3. Test realistic scenarios involving combined logistics and, where appropriate, degraded information environments
4. When possible, exercise and assess capabilities provided to partners through U.S. train-and-equip programs.

USEUCOM GUIDANCE

USEUCOM MISSION

USEUCOM prepares ready forces, ensures strategic access, deters conflict, enables the NATO Alliance, strengthens partnerships, and counters transnational threats in order to protect and defend the United States.



USEUCOM THEATER CAMPAIGN PLAN FRAMEWORK

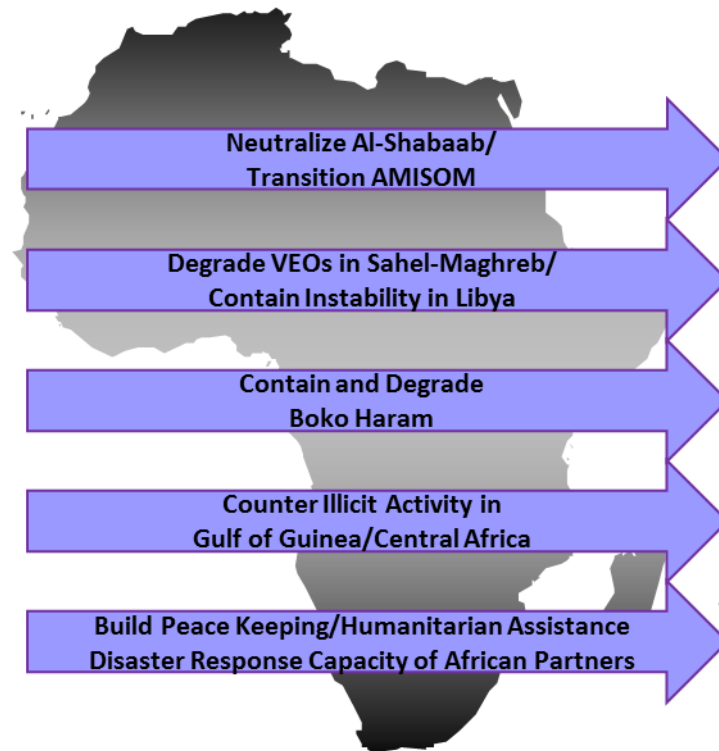
The *2015 USEUCOM Theater Campaign Plan (TCP-15)* operationalizes the *USEUCOM Theater Strategy* through 2020 to set favorable steady state conditions throughout the theater. A necessary and fundamental shift in this iteration expands the steady state scope beyond theater security cooperation, capturing emerging strategic direction and CDRUSEUCOM priorities to integrate and synchronize all steady state activities, achieve campaign objectives, set conditions in the AOR to deter conflict, and if deterrence fails...to fight and win.

TCP-15 establishes an expanded framework through which USEUCOM will plan, direct, monitor, and assess its steady state operations, actions, and activities (OAA). This plan establishes five Lines of Effort (LOEs), Intermediate Military Objectives (IMOs), and desired effects.

USAFRICOM GUIDANCE

USAFRICOM MISSION

USAFRICOM, with partners, builds defense capabilities, responds to crisis, and deters and defeats transnational threats in order to advance U.S. national interests and promote regional security, stability, and prosperity.



USAFRICOM THEATER CAMPAIGN PLAN FRAMEWORK

The *USAFRICOM Theater Campaign Plan (TCP)* implements the February 2015 *USAFRICOM Theater Strategy* and fulfills planning requirements outlined in the *2015 Guidance for Employment of the Force (GEF)* and *2015 Joint Strategic Capabilities Plan (JSCP)*. The TCP is the primary linkage between the GEF/JSCP and USAFRICOM plans and orders that direct activities in support of the campaign.

The USAFRICOM TCP Operational Approach consists of five lines of effort. Each line of effort is aligned to a TCP end state. Achieving all TCP end states accomplishes USAFRICOM's GEF campaign objectives and sets conditions to achieve the Theater Strategy Regional End States. Protection of U.S. Personnel and Facilities (PUSPF) and Securing U.S. Access are viewed as enduring tasks without end states.

U.S. MARINE CORPS GUIDANCE

36TH COMMANDANT'S PLANNING GUIDANCE

The CMC emphasizes the Marines Corps' focus on combat; every Marine is a rifleman and the Marine Corps remains ready, relevant, and forward deployed. A naval expeditionary force, the Marine Corps fights and wins as a self-sustaining integrated combined arms organization of complementary air, ground, and logistics elements.

The Marine Corps, as the Nation's force-in-readiness, is versatile and flexible in order to be relevant and capable across the range of military operations. Optimized and resourced for crisis response, the Marine Corps will continue to give priority to forward deployed MAGTFs. However, the Marine Corps must rebalance in some areas to address the personnel, equipment, and training shortfalls in our non-deployed units to maintain our readiness to respond rapidly to contingencies.



Marines with BSRF climb up a cliff face during Exercise PLATINUM LYNX.

CCDR demand for high quality individual Marines and the unique capabilities of MAGTFs is increasing. The Marine Corps component headquarters is the critical link for engaging a geographic combatant command to determine the requirement for Marine forces and to set the conditions for their most effective employment and sustainment. The Marine Corps will implement a plan to provide each geographic and functional combatant command with a properly tailored and effective Marine component.

A foundational element of the CMC's plan to rebalance is a service-level Training, Exercise, and Employment Plan (TEEP) that reflects the

Marine Corps' objectives and priorities. The TEEP will be a comprehensive planning document that informs the synchronization of the manning, training, equipping, and experimentation efforts across the Marine Corps. The processes that support TEEP implementation will result in establishing and meeting the right service-level objectives for manning, readiness, resourcing, experimentation, deployment to dwell, personnel tempo, and reserve force generation. The end state is to balance our readiness to meet requirements across the range of military operations while meeting our objectives for operational and personnel tempo.

Operationally, tactical ship-to-shore mobility is critical to our success across the range of military operations and amphibious ships provide the most capable and flexible means of deploying and employing Marines. There are insufficient amphibious ships to meet the current CCDR requirements and that situation is not expected to change for many years to come. The Marine Corps has taken steps to mitigate the shortfall in amphibious shipping by deploying SPMAGTFs to forward shore bases; however, shore basing does not substitute for MAGTFs coming from the sea. As outlined in *Expeditionary Force 21*, the Marine Corps will modify traditional employment methods and augment amphibious warships by

adapting other vessels for sea-based littoral operations. Priority will be to develop immediately a concept of operations for SPMAGTF-CR-Africa that employs alternative sea-based platforms to enhance flexibility and compensate for the shortfall of amphibious ships.

37TH COMMANDANT'S FRAGO #001: ADVANCE TO CONTACT

The U.S. Marine Corps will:

- Remain the Nation's Crisis Response force;
- Maintain our forward posture and ability to operate in a Joint/Coalition environment;
- Serve as a maritime-based expeditionary force that operates across the ROMO in a five domain battlespace (sea, air, land, cyber, and space);
- Project combat power from a variety of naval platforms and land bases;
- Consist of a highly trained and educated force operating the most modern and technologically advanced equipment available;

...in order to be the most ready force when the Nation is the least ready.

U.S MARINE CORPS SERVICE STRATEGY 2016

This Service Strategy identifies the need to be ready for uncertainty now and in the future, with a focus on high-end complex expeditionary operations. Concurrently, our concept development, education and training will identify and adapt to new operational paradigms. This strategy, along with other guidance, provides a common aim point for force management, force development, and investment planning. The end result will be enhanced operational readiness today and informed capability development for tomorrow.

The Service Strategy outlines six strategic ends:

- Enhancing and integrating Naval expeditionary capabilities
- Integrating and codifying relationships with the Navy, Special Operations Forces (SOF), and Interagency Communities
- Creating and equipping the 21st Century Marine
- Creating the 21st Century MAGTF
- Exploiting technology
- Recognizing and preparing for threats in the urban littorals



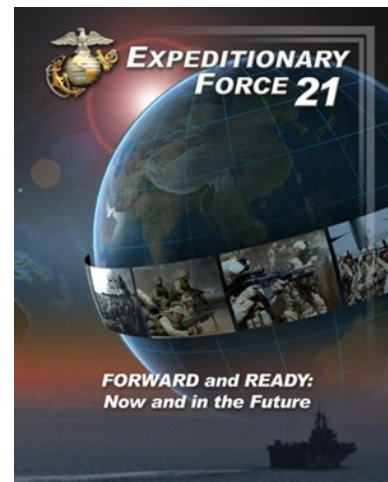
Marines conducting an amphibious landing as part of Exercise TRIDENT JUNCTURE.

EXPEDITIONARY FORCE 21

With a greater proportion of the force forward over a wider area, the Marine Corps will continue to provide time and options for our Nation's leaders to assess, decide, and respond to concerns and problems around the globe. Naval forces operating from the sea and from austere forward bases can adjust their activities and visibility to suit the dynamic political conditions associated with crises. The Marine Corps is a forward-deployed force that can immediately shift from security cooperation activities to crisis response and combat operations, providing assurance to partners and insurance for our Nation.

The intent of *Expeditionary Force 21* is to maximize the Marine Corps' ability to meet future challenges. Accordingly, the Marine Corps' approach to capability and capacity development is being redirected to:

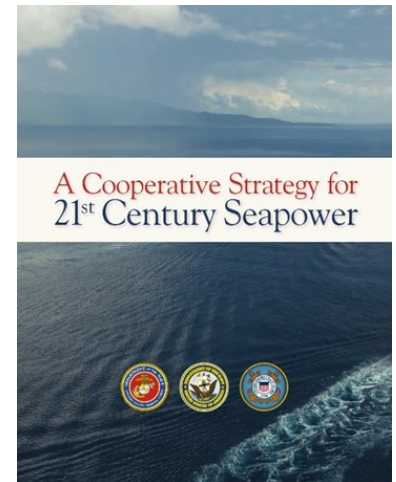
- Increase forward presence with a posture that ensures one-third of the active operating forces are immediately available for employment.
- Regionally orient, resource, and employ Marine Corps operating forces to ensure familiarity between GCC and Marine Corps commanders and staffs.
- Inform crisis response and contingency planning with current and relevant local knowledge
- Maintain consistency of operational command by establishing standing headquarters that can: rapidly deploy, seamlessly expand, and/or support an already established JTF.
- Provide timely and scalable forces for crisis response.
- Improve our ability to operate effectively in task-organized, distributed formations to counter growing threats from proliferating technologies that improve an enemy's capabilities.
- Improve the capability to train, organize and equip MAGTFs to operate and succeed in environments where WMD is present or CWMD is the primary mission of the MAGTF.
- Improve our ability to shape the operating environment and, if required, conduct forcible entry operations as a service or as part of a joint force.
- Prosecute complex combat operations throughout the littorals as part of an integrated naval force.
- Enhance our ability to operate an environment characterized by the growth of social media, availability of information technology, importance of signature management, challenges to electromagnetic spectrum (EMS) access, and the globalization of cyberspace capabilities.
- Increase collaboration with SOF to ensure the ability to integrate operations, prepare the environment, and identify and defeat threats.



U.S. MARITIME GUIDANCE

A COOPERATIVE STRATEGY FOR 21ST CENTURY SEAPOWERS

The maritime forces of the United States—the Navy, Marine Corps, and Coast Guard—have jointly developed a unified maritime strategy to describe how the United States will design, organize, and employ the Sea Services in support of national interests. As the United States completes a drawdown of land forces from two wars and faces continuing global instability, forward naval presence will play an increasingly critical role in deterring conflict, promoting stability, and strengthening partnerships. The Cooperative Strategy tasks the maritime services with being ready to support the following naval missions: defend the homeland; deter conflict; respond to crises; defeat aggression; protect the maritime commons; strengthen partnerships; and provide humanitarian assistance and disaster response.



Essential Functions of Maritime Forces

All Domain Access — Employed in coordination with the Navy–Marine Corps team’s sea control and power projection capabilities, all domain access allows Joint Force Maritime Component Commanders to provide cross-domain capability to the Joint Force.

Deterrence — We achieve deterrence by convincing potential enemies that they cannot win or that the cost of aggression would be unacceptable. Conventional deterrence is provided by naval forces through the overwhelming combat power of our Carrier Strike Groups with embarked airwings; surface and subsurface combatants with precision attack weapons; and the scalable, deployable, expeditionary combat power of Marine Expeditionary Forces, Marine Expeditionary Brigades, and Marine Expeditionary Units employed from various combinations of amphibious ships, maritime prepositioning, and forward bases.

Sea Control — Establishing sea control may require projecting power ashore to neutralize threats or control terrain in the landward portion of the littorals. Similarly, projecting and sustaining power ashore requires establishing sea control in the adjoining seas and airspace.

Power Projection — Naval power projection includes conventional strikes against targets ashore, integrated kinetic strikes and non-kinetic fires against enemy forces, advance force operations, raids, and all forms of amphibious operations. Power projection also depends upon our ability to sea-base capabilities and leverage Military Sealift Command’s strategic sealift and logistics support.

Maritime Security — Because all nations share in the collective benefits of maritime security, it is a promising area for expanded cooperation with our allies and partners. Through multinational exercises and training, we will conduct maritime security force assistance to combat transnational organized crime and protect fisheries and maritime commerce.

Europe and Africa

The maritime Cooperative Strategy recognizes the enduring strategic significance of Europe and our continued maritime integration with NATO to ensure long-term regional security and stability, even as the United States rebalances to the Indo-Asia-Pacific. Reinforcing our NATO commitments, the U.S. Navy will provide forces in Europe that make unique contributions to the alliance, such as Aegis ballistic missile defense (BMD) ashore and afloat, protecting our allies and partners from ballistic missile threats.

We will continue working alongside NATO, European, and African partners to strengthen African partner capabilities to respond to crises, contribute to stability in their respective states, and cooperatively manage the continent's security environment. U.S. Marines will continue to engage with Allied partner militaries to combat terrorism, illicit trafficking, and illegal exploitation of natural resources through initiatives such as the African Maritime Law Enforcement Partnership and the Africa Partnership Station.



U.S. and Spanish Marines observe their shot groups after a deck shoot aboard the LHD Juan Carlos I.

NATO GUIDANCE

In 2014, the North Atlantic Treaty Organization (NATO) responded to Russia's aggressive foreign and security policies with the Wales Summit Declaration, reaffirmed its Article 5 commitment, and outlined measures by which NATO will deter further Russian aggression. The declaration was intended to reassure allies in Eastern Europe of its defense commitments, especially to those NATO members in close proximity to the Russian border, such as Estonia, Latvia, and Lithuania. NATO members also approved the NATO Readiness Action Plan (RAP), establishing the Very High Readiness Joint Task Force (VJTF), capable of deploying within a few days to respond to security challenges arising on the periphery of NATO's AOR. In 2016, NATO implemented the Enhanced Forward Presence (eFP) initiative to increase NATO force posture in the eastern part of the Alliance. This initiative is the direct result of a significant shift in strategy from assurance to deterrence. Rotational eFP forces will be supported by a program of exercises and complemented by the necessary logistics and infrastructure to support pre-positioning and facilitate rapid reinforcement.



U.S. Marines with the Black Sea Rotational Force fire a 155mm M777 lightweight Howitzer round downrange during PLATINUM LYNX 16-3 aboard Novo Selo Training Area, Bulgaria.

CAMPAIGN PLAN MISSION STATEMENT

MARFOREUR/AF commands designated Marine Corps forces for crisis response, contingency response, Maritime Expeditionary Operations, and security cooperation in USEUCOM and USAFRICOM AORs in order to protect U.S. personnel and facilities, aggregate and employ Marine Corps forces, improve interoperability, and maintain access.

MISSION ESSENTIAL TASK LIST

- MCT 1.10 Conduct Crisis Response
- OP 4 Provide Operational Sustainment
- ST 5.3.4 Prepare and Coordinate Theater Strategy, Campaign Plans or Operation Plans, and Orders
- OP 5.4 Command Subordinate Forces
- OP 5.7.11 Execute Theater Security Cooperation Plans (TSCP)
- MCT 5.8 Advise Combatant Commander (CCDR) on Service Positions and Force Employment
- ST 6.6 Perform Mission Assurance



Marines from BSRF are dropped off by MV-22 Ospreys from SPMAGTF-CR-AF during Exercise PLATINUM EAGLE.

SERVICE COMPONENT RESPONSIBILITIES

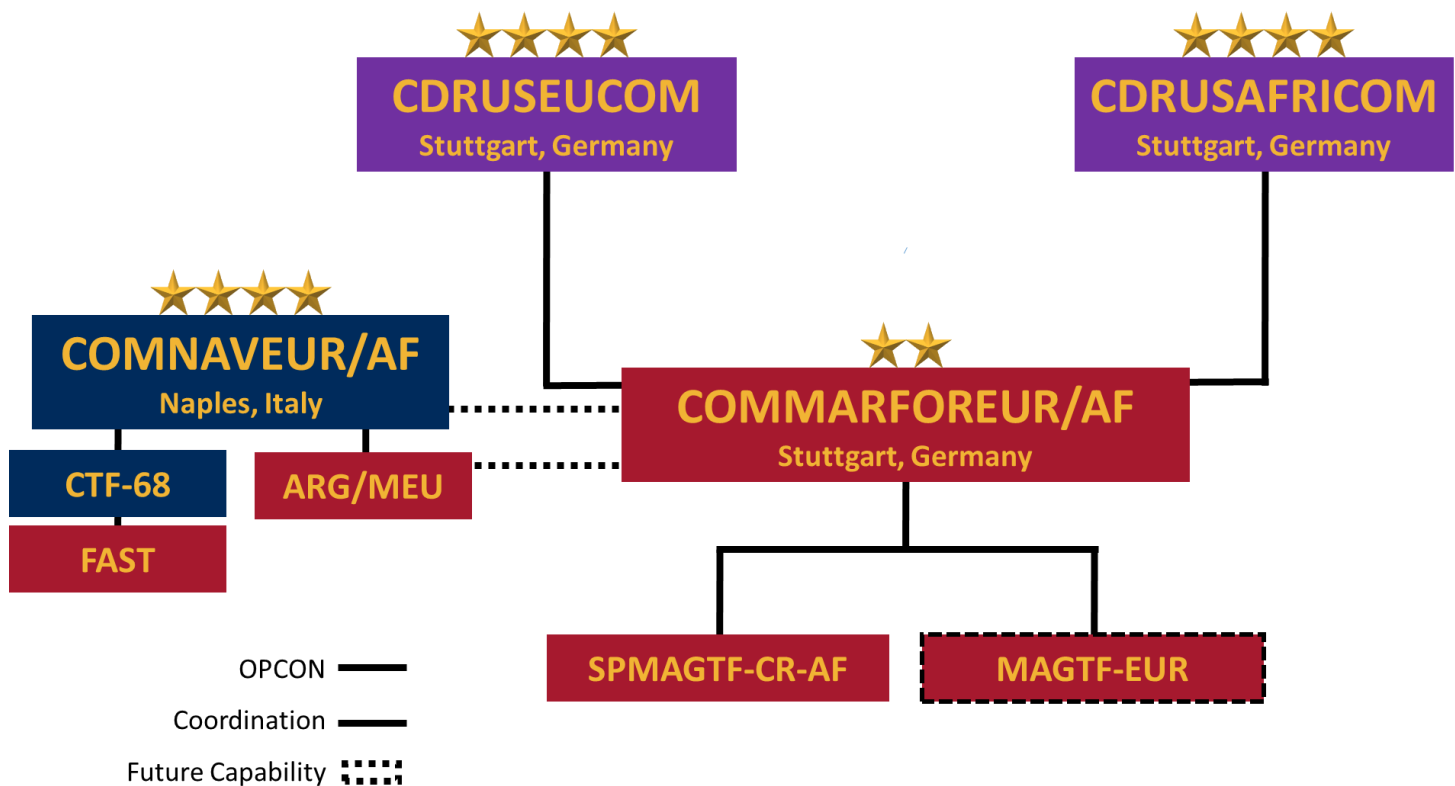
- Command all Marine Corps forces assigned or allocated to the CCDRs.
- Make recommendations to the CCDRs on U.S. Marine Corps capabilities and the proper allocation, task organization, command relationships, deployment, employment, and provisioning of Marine Corps forces or individuals to support CCDR operations.
- Develop and coordinate strategic force plans and basing in the CCDR's AOR.
- Conduct joint, component, and combined contingency, crisis action, and exercise planning to support CCDR-assigned missions.
- Develop plans and procedures for effective and efficient utilization of reserve and active forces.
- Ensure commanders, staffs, and forces are trained to conduct joint, combined and Service exercises and operations.
- Coordinate theater and national intelligence, surveillance, and reconnaissance (ISR) capabilities in support of deployed Marine Corps crisis response and contingency forces.
- Accomplish assigned operational missions.
- Serve as the primary arbiter of U.S. Marine Corps Service activities in the CCDR AORs.
- Ensure internal Service functions (e.g., general and personnel administration, finance, discipline, training, logistics, processing of urgent universal needs requests, force protection, safety and Service intelligence in support of assigned or attached forces and individuals) are performed as directed.
- Maintain information management systems and ensure assigned and attached forces have C2 systems that are interoperable in joint and combined environments.
- Develop program and budget requests that comply with CCDR guidance on warfighting requirements and priorities, and inform the CCDR of program and budget decisions that may affect joint operation planning.
- Retain and exercise the operation of Service logistic support systems in accordance with Service instructions, subject to the directive authority of the CCDR.
- Establish a critical infrastructure program to meet DOD, CCDR, and Service requirements.
- In conjunction with U.S. Navy Service Components and the U.S. Coast Guard, identify CCDR maritime requirements and integrate respective Service capabilities to meet those requirements.

Note: Responsibilities derived from Marine Corps Warfighting Publication 3-40.8 (13 February 2009) and Joint Publication 1 (25 March 2013)

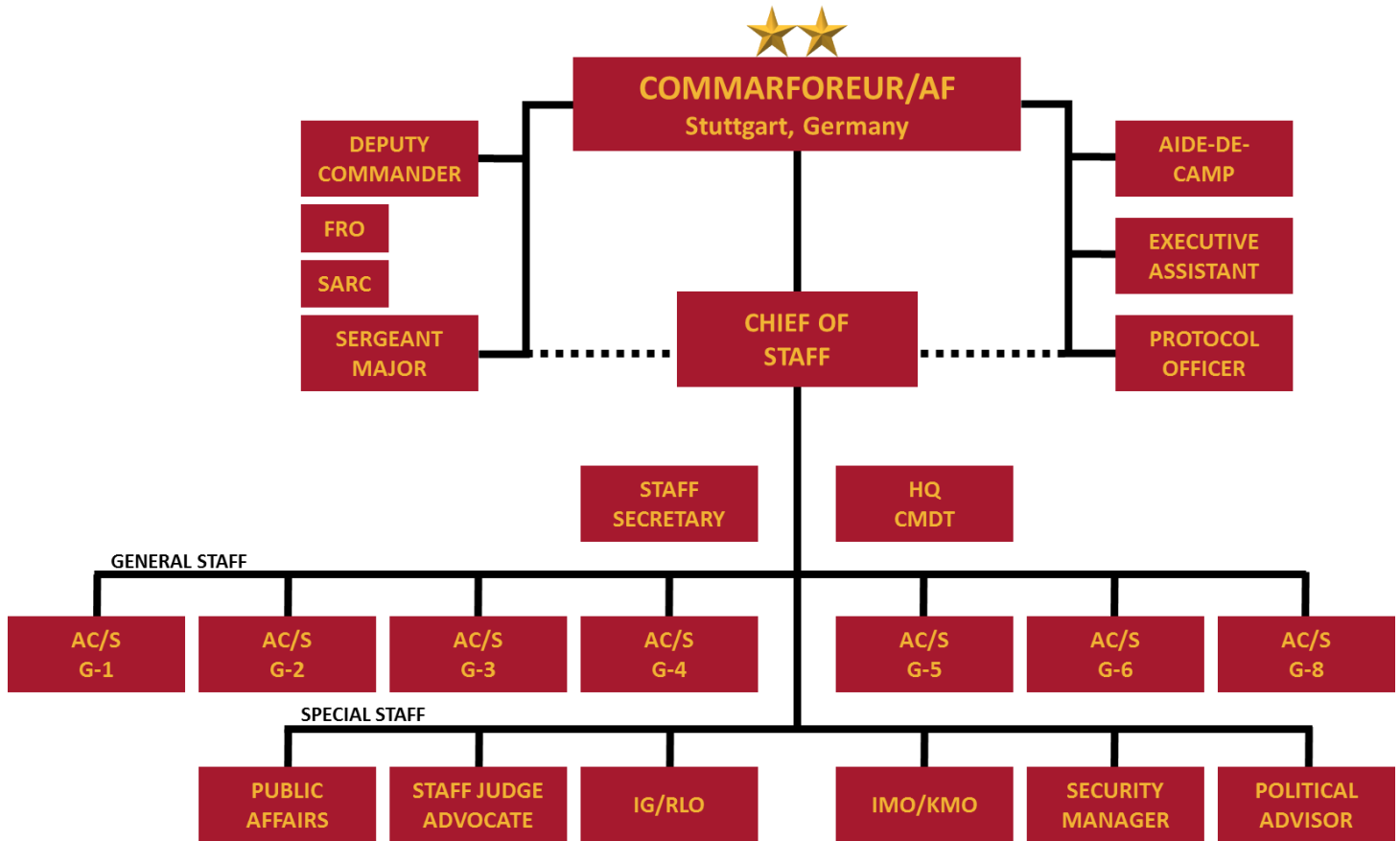
ORGANIZATION

MARFOREUR/AF, located in Stuttgart, Germany, is the Service Component to USEUCOM and USAFRICOM. MARFOREUR/AF operates as an integrated staff headquarters supporting a dual-hatted two-star Marine commander filling two billets with separate authorities, responsibilities, and priorities.

MARFOREUR/AF COMMAND ORGANIZATION



MARFOREUR/AF STAFF ORGANIZATION



Current MARFOREUR/AF Theater Posture

MARFOREUR/AF CURRENT THEATER POSTURE

MARFOREUR/AF headquarters is located at Panzer Kaserne in Boeblingen, Germany. Rotationally-sourced MARFOREUR/AF forces are currently based aboard Moron Air Base, Spain; Naval Air Station Sigonella, Italy; and Mihail Kogalniceanu Air Base, Romania. This posture is in keeping with the tenets of *Expeditionary Force-21* and supports CCDR crisis and contingency response by providing forces that are forward, rapidly deployable, and can aggregate into functional MAGTFs at the point of crisis. U.S. Marine Corps forces postured in Europe enable rapid, expeditionary crisis response to high-risk/high-threat U.S. Government facilities in Europe and Africa with minimal footprint.



U.S. Marine Corps forces postured in Europe enable rapid, expeditionary crisis response to high-risk/high-threat U.S. Government facilities in Europe and Africa with minimal footprint.

COMMANDER'S GUIDANCE

ORGANIZATIONAL VISION

MARFOREUR/AF provides USEUCOM and USAFRICOM with theater crisis and contingency response forces in readiness that can globally aggregate to meet crisis, as described in *Expeditionary Force 21*. While these forces are forward deployed, MARFOREUR/AF employs them in a disaggregated engagement model to support CCDR Theater Security Cooperation (TSC) strategies and objectives.

Consistent with *Expeditionary Force 21's* emphasis on forward presence and crisis response, and in the absence of a Marine Expeditionary Unit/Amphibious Ready Group in the Mediterranean due to amphibious shipping limitations and competing demands of U.S. Pacific and Central Commands, MARFOREUR/AF relies on a system of land-based hubs and spokes. Significant diplomatic and military-to-military staff actions are required to gain and maintain access to foreign bases and to secure appropriate freedom of action to conduct crisis and contingency response operations from these locations. During the period of this campaign, MARFOREUR/AF will continue to prioritize SPMAGTF posture and employment to address immediate security challenges. A recalibration toward contingency planning, however, is in order to support DOD's priorities.

Expeditionary Force 21 oriented II MEF and its subordinate units to USEUCOM and USAFRICOM. II MEF maintains select CONUS-based forces in designated alert postures to rapidly respond to emergent crises in USEUCOM, USAFRICOM, and/or the Levant. In 2015, 2d MEB CE underwent Joint Task Force assessment to be a one/two-star JTFHQ.

As the U.S. Marine component, MARFOREUR/AF will advocate to USEUCOM and USAFRICOM to more directly incorporate Marine Corps competencies; such as crisis response, intelligence preparation of the environment, combined arms operations, naval integration, and forcible entry in depth into theater strategies via respective Theater Campaign Plans.

To ensure freedom of maneuver in cyberspace, we will supervise the planning, installation, operation, maintenance, and security of cyberspace networks and systems with a focus on operating in a communications-degraded environment.

MARFOREUR/AF APPROACH TO CRISIS RESPONSE

MARFOREUR/AF commands USEUCOM and USAFRICOM-allocated forward-deployed Marine Corps forces, postured to rapidly respond to emergent crises in accordance with published alert timelines. Additionally, the U.S. Marine Corps rotationally deploys afloat MEUs and Fleet Anti-terrorism Security Teams (FAST) under the operational control of U.S. Naval Forces Europe and Africa (NAVEUR/NAVAF), while maintaining additional CONUS-based forces in specified alert postures to rapidly respond to emergent crises.

At time of incident, MARFOREUR/AF will immediately conduct Crisis Action Planning to launch and employ forward-deployed alert forces in accordance with published timelines and to determine additional Marine Corps requirements. MARFOREUR/AF will concurrently coordinate with combatant commands, NAVEUR/NAVAF, and the Service headquarters to request additional afloat and/or CONUS-based forces and Intelligence, Surveillance, and Reconnaissance (ISR) assets. Upon arrival in theater, MARFOREUR/AF will aggregate and integrate forward-deployed, afloat, and CONUS-based Marine Corps forces to provide CCDRs with a task-organized force, tailored with specific capabilities and capacities required to accomplish assigned missions.

MARFOREUR/AF APPROACH TO CONTINGENCY RESPONSE

MARFOREUR/AF will coordinate Marine Corps participation in CCDR contingency planning activities. To this end, MARFOREUR/AF will leverage the capabilities and capacities of HQMC, supporting establishment, and operating forces to support the development and maintenance of CCDR operations and concept plans and to set Service conditions for their implementation. During the steady state, MARFOREUR/AF will coordinate U.S. Marine Corps engagement with higher and adjacent joint commands and foreign security partners; participation in Joint, NATO, and coalition exercises; and prepositioning of Service equipment to support Marine Corps operations. At time of contingency, MARFOREUR/AF will coordinate with combatant commands and the Service headquarters to request additional Marine Corps forces globally. Upon arrival in theater, MARFOREUR/AF will aggregate and integrate forward-deployed, afloat, and globally-sourced Marine Corps forces to provide CCDRs with a task-organized force, tailored with specific capabilities and capacities required to accomplish assigned missions.

In short, MARFOREUR/AF will request, aggregate, and employ the most appropriate Marine Corps capabilities, whether forward-deployed, CONUS-based, or globally-sourced, to provide the right force in the right place at the right time. Once aggregated, Marine Corps forces will be ready to operate as part of a joint or multinational force.

MARFOREUR/AF APPROACH TO CAPACITY BUILDING

Building partnership capacity in Europe and Africa remains important for sharing the costs and responsibilities of global leadership. MARFOREUR/AF will continue to apply innovative, low-cost, and small-footprint approaches to achieve our security objectives, relying on exercises, rotational presence, and advisory capabilities. We will seek to be the security partner of choice in a select number of nations. MARFOREUR/AF will target long-term, enduring Security Force Assistance (SFA) efforts across the warfighting functions with key nations within our Focus Areas for Operations. These activities are intended to help assure our access to maritime or expeditionary land basing during a crisis or contingency, build or develop partner nation crisis response capacity, exercise rapid response planning processes, and improve the ability of air and ground forces to conduct effective combined arms warfare.

Other limited SFA missions may continue as economy of force ventures, but leaders will carefully allocate scarce resources to those critical partners that can provide greatest return on investment.



U.S. Marines train counterparts with Senegal's Compagnie Fusilier de Marin Commando in infantry tactics in an effort to combat illicit trafficking in the region.

FOCUS AREAS FOR OPERATIONS

As a naval force, enabled by the seas and focused on the littorals, we will broadly orient on Northern Europe, the Mediterranean, and Western Africa. We further prioritize specific regions within the assigned theaters to focus Marine Corps planning and engagement efforts on those areas where major contingencies and/or crises are anticipated and Marine Corps capabilities are most appropriate. These regions include: the Nordic/Arctic, Baltic Sea, Black Sea, North Africa and Mediterranean Sea, Gulf of Guinea, East Africa, and the Levant.

USEUCOM

The U.S. Marine Corps is committed to increased deterrence and assurance activities in Europe. Our readiness to composite a Marine Expeditionary Brigade (MEB) is the Marine Corps' primary contribution to deterrence in support of the NATO alliance. Enabling a NATO Amphibious Task Force (ATF) capability is a USMC Service core task and critical contribution to NATO that we will focus on enhancing over the coming years. During the period of this campaign, we will increase episodic and rotational Marine presence in Europe and enhance our prepositioning posture, particularly in Norway. The Marine Corps will revitalize its capability to conduct cold weather, arctic, and mountain area operations through investments in training, exercises, and equipment. This means the United States will have the capability to rapidly composite a scalable MAGTF that can respond across any theater, in any major contingency, as the lead brigade echelon of up to a full MEF.



Our readiness to composite a brigade or higher-level MAGTF is the Marine Corps' primary contribution to deterrence in support of the NATO alliance.

We will have full-time presence in Europe for sustained and strengthened exercises and interoperability with our allies and multinational partners, with episodic surges of Marines and combat capability from CONUS to systematically test critical MAGTF capabilities in a cold-weather/mountainous environment and validate concepts of operation. As part of the U.S. Joint Force, we will partner with our adjacent components in the maritime, land, and air domains to achieve integrated strategic effects and administrative and logistical efficiencies.

Nordic/Arctic Region. In collaboration with USEUCOM, MARFOREUR/AF will lead Marine Corps efforts toward the development of theater-level operational design in support of U.S. NATO Article 5 commitments (force requirements; force design; joint and NATO command relationships; battlespace orientation; prepositioning of equipment, and force deployment plans). MARFOREUR/AF training and exercise plans will

provide opportunities for BSRF and identified (MEF/MEB/MEU) MAGTF command elements and Major Subordinate Elements (MSE) to establish habitual working relationships and increase interoperability with specific countries and NATO commands. MARFOREUR/AF will leverage the vast littorals and prepositioning facilities in Norway to expand MAGTF-level engagement. Exercises and activities will develop and demonstrate Marine Corps expeditionary capabilities to deter aggression; assure allies and partners; enhance interoperability; exercise MCPP-N; rehearse MEB and MEF-level reception, staging, onward movement, and integration (RSO&I); and enhance U.S. Marine Corps cold weather, arctic, and mountain operations capabilities. We will conduct bi- and multilateral exercises and activities with regional allies and partners to enhance standardization, deployability, and interoperability.

Baltic Sea Region. BSRF will continue to conduct platoon, company, and battalion-level exercises and engagements in the Baltic States (Estonia, Latvia, and Lithuania) to deter aggression, assure allies, support NATO, enhance interoperability, and rehearse MAGTF-level prepositioning and RSO&I. MARFOREUR/AF will explore options to support emergent NATO initiatives such as the Readiness Action Plan (RAP) and Very High Readiness Joint Task Force (VJTF).

Black Sea Region. MARFOREUR/AF will employ USEUCOM-allocated BSRF as alert forces to conduct specified crisis response missions. BSRF will continue to conduct exercise and engagement activities in the Black Sea Region (Romania, Bulgaria, Ukraine, and Georgia) to deter aggression, assure Allies, enhance interoperability, and build partner capacity across the warfighting functions to support NATO and conduct self-defense.

MARFOREUR/AF also supports the Georgia Deployment Program—Resolute Support Mission (GDP-RSM). Originally established in 2009, this program assists the Republic of Georgia’s military train, deploy, and support the NATO mission in Afghanistan. GDP-RSM is conducted by Marine Corps mobile training teams and consists of six-month rotations designed to train Georgian infantry in point security, counter improvised explosive device (CIED), and stability operations prior to deployment.

Western Europe. MARFOREUR/AF will seek opportunities to expand exercises and engagement in Western Europe (United Kingdom, the Netherlands, France, Spain, Portugal, and Italy) to deter Russia, demonstrate U.S. and NATO commitment to Article 5, develop and demonstrate operational-level capabilities of NATO, develop and demonstrate tactical and operational-level interoperability with amphibious partners, exercise MCPP-N, rehearse concepts of operations, and sustain the readiness of forward-deployed Marine Corps forces.

The Levant. MARFOREUR/AF will conduct planning to employ Marine Corps forces to support USEUCOM and USCENTCOM crisis response plans in the Levant. We will coordinate with NAVEUR/NAVAF to utilize MEUs and FAST for steady-state sustainment training and engagements in Israel.

Enabling a NATO Amphibious Task Force (ATF) capability is a USMC core task and critical contribution to NATO that we will focus on enhancing over the coming years.

USAFRICOM

MARFOREUR/AF will employ the USAFRICOM-allocated and rotationally-sourced Special Purpose MAGTF-Crisis Response-Africa (SPMAGTF-CR-AF) and episodically-allocated afloat MEUs to provide timely protection of U.S. personnel and facilities (PUSPF), secure sufficient access and freedom of movement, protect U.S. interests, and enable timely response to crisis events and contingency operations. The southern European hub in Spain and spokes in Italy and Greece support crisis response in Northern Africa. In close coordination with NAVEUR/NAVAF, MARFOREUR/AF will integrate the capabilities of episodically-sourced MEUs to best optimize unity of command and unity of effort in conducting operations. To enable crisis response throughout Africa, MARFOREUR/AF will periodically exercise and validate CSLs from which SPMAGTF-CR-AF may temporarily posture alert forces or conduct operations. As able, SPMAGTF-CR-AF will provide training to develop and improve capacity, capability and performance of partner military forces in North Africa.

During the period of this campaign, MARFOREUR/AF will request the support of the II MEF and 2d MEB CEs to conduct operational-level planning in support of complex crisis and contingency response scenarios requiring MEB/MEU-level force capabilities. The 2d MEB CE and embarked MEUs will command and control joint and multinational task force-level exercises to increase alliance and coalition interoperability in the Mediterranean region. The 2d MEB CE will conduct exercises to command and control aggregated Marine Corps forces into a cohesive, agile force scaled to assigned missions.

North Africa and the Mediterranean Sea. U.S. Marine Corps forces in the Mediterranean Sea region, both ashore and afloat, straddle the seams between USEUCOM, USAFRICOM, and the Levant Portion of CENTCOM. U.S. operations in North Africa, West Africa, The Gulf of Guinea, and the Levant are likely to rely on military interoperability with, logistical support from, and/or strategic access to our traditional NATO allies and key Mediterranean partners. MARFOREUR/AF's steady-state activities will affirm, exercise, and refine these strategic cooperative relationships.

MARFOREUR/AF will continue to provide SPMAGTF-CR-AF alert forces to support PUSPF missions in North Africa. We will work closely with U.S. joint and interagency partners to support U.S. diplomatic efforts to restore security, stability, and governance in Libya. We will maintain strategic relationships and assure access for U.S. Marine Corps crisis response forces by episodically conducting security cooperation activities with a focus toward improving basic infantry skills as enabling capabilities for Counter Terrorism (CT), Counter Illicit Trafficking (CIT), and border security operations.

We will demonstrate amphibious interoperability with traditional European partners and/or alternative afloat platforms to provide innovative strategic options and expand operational reach from the Atlantic Ocean or Mediterranean Sea into North Africa.

Gulf of Guinea. MARFOREUR/AF will employ SPMAGTF-CR-AF to provide timely PUSPF and enable timely response to crisis events and contingencies. SPMAGTF-CR-AF will maintain alert forces to conduct specified crisis response missions in accordance with USAFRICOM-directed alert postures. When indications and warnings are received, SPMAGTF-CR-AF will utilize established CSLs until an Afloat Forward Staging Base (AFSB) becomes available and/or MARFOREUR/AF is able to work with European allies to come to an agreement on the use of their amphibious carriers to forward position an Incident Response Force (IRF) afloat.

The Gulf of Guinea is our #1 priority region for security force assistance (SFA) in Africa. We will maintain strategic relationships and assure access for U.S. Marine Corps crisis response forces by episodically conducting security cooperation activities with a focus toward increasing the ability of partner nation military and police units to interdict illicit activity through improved infantry tactics, techniques, and procedures.

The Africa Peacekeeping Rapid Response Partnership (APRRP) is a new resource that appears to align with MARFOREUR/AF engagement purposes; i.e. to build Partner Nation capacity to field and sustain their own national and regional crisis response forces over time. Crisis Response is a Marine Corps core competency and it is matching TSC to what MARFOREUR/AF's fielded force is trained to do. Furthermore, exercise funding associated with APRRP could help incentivize engagements with MARFOREUR/AF Partner Nations in the Gulf of Guinea and increase access for Marine Corps forces. Increased access gives MARFOREUR/AF the ability to keep an IRF in the region for longer periods (i.e., better)

East Africa. MARFOREUR/AF will focus our limited capacity-building efforts in Uganda. Assured access to the CSL in Uganda significantly expands SPMAGTF-CR-AF's crisis response coverage beyond our currently-assigned posts. MARFOREUR/AF's SFA efforts in East Africa will focus toward Neutralizing Al-Shabaab and Transitioning AMISOM by training the Uganda Battle Group to conduct expeditionary logistics and engineering in support of distributed operations, in preparation for their rotational AMISOM missions in Somalia. During the period of this campaign, MARFOREUR/AF will incrementally transition our efforts from training the Battle Group (Operating Forces SFA) to training and equipping the Rapid Deployment Center (Generating Forces SFA).



U.S. Marines instruct troops from the Uganda Peoples Defense Force in Marine Corps Martial Arts. By sharing information and training together, both Uganda and the U.S. are better prepared to address regional security issues.

ENGAGEMENTS AND EXERCISES

Beyond serving on the forefront of crisis response, MARFOREUR/AF integrates multilateral, combined, and joint activities and exercises through partner nation relations that contribute towards security, stability, and prosperity throughout their regional reach. These military-to-military engagements with allies and partner nations build upon relationships to facilitate conflict prevention, mitigation, and resolution.

MARFOREUR/AF supports a myriad of theater security cooperation activities, exercises, and operations, from annually-scheduled engagements and exercises to multiple professional military education seminars and logistics interoperability conferences throughout the CCDRs' AORs. In addition to these, MARFOREUR/AF supports and conducts liaison between forward deployed forces in the Mediterranean and Atlantic and multiple allied military engagements with our European and African partners.



Marines conduct a live-fire exercise during Exercise PLATINUM LION.

MARFOREUR/AF JOINT EXERCISE PROGRAM & NATO EXERCISES

MARFOREUR/AF Joint Exercise Program (JEP) and NATO Exercise objectives include:

- Enhancing U.S. Marine Corps readiness for crisis and contingency response.
- Demonstrating *Expeditionary Force 21* capabilities and concepts.
- Demonstrate readiness to composite a corps-level MAGTF in the USEUCOM theater as a deterrent to potential adversaries and assurance of U.S. resolve to regional security partners.
- Developing a more in-depth understanding of the operational environment.
- Training, sustaining, and evaluating MARFOREUR/AF capability to perform mission essential tasks.
- Supporting the NATO Readiness Action Plan (RAP) and enhancing interoperability.
- Developing African partner nation crisis response and peacekeeping capabilities and capacity.

To achieve JEP objectives, MARFOREUR/AF planners will seek opportunities to conduct training and exercises designed to support the following:

- Exercise forward-deployed crisis response capabilities.
- Provide sustainment training for forward-deployed forces,
- Exercise MCPP-N.
- Enhance familiarity with and/or exercise essential elements of existing high priority OPLANs/CONPLANS.
- Promote 2d MEB CE as the CCDRs' JTF headquarters of choice.
- Promote command-level interoperability with select NATO headquarters.
- Promote tactical-level interoperability with select allies and regional security partners.
- Demonstrate U.S. Marine Corps capabilities to joint, allied, and regional security partners.
- Set conditions for future operations in MARFOREUR/AF focus regions.
- Increase regional cooperation in MARFOREUR/AF focus regions.
- Include close coordination or integration between U.S. Maritime Services, other Services, Special Operations Forces, and interagency partners as applicable.
- Gain or maintain littoral access for operations, amphibious exercises, development of expeditionary or MAGTF capabilities.
- Involve partner nations that have a Marine Corps or naval infantry counterpart or a historical and enduring relationship with the U.S. Marine Corps.

MARFOREUR/AF will align exercise events, substantially supported through joint, CCDR, interagency, or partner nation funding sources, with geographic CCDR and MARFOR regional goals and task organize exercise forces based on training objectives. The MARFOREUR/AF JEP will include the following capstone exercises:

USEUCOM EXERCISES

AGILE SPIRIT (AS). Chairman of the Joint Chiefs of Staff (CJCS)-sponsored, USEUCOM-directed joint and combined land exercise in Georgia conducted annually and led by MARFOREUR/AF. This is a Caucasus/Black Sea Region exercise focused on the Georgian Armed Forces (GAF) with multinational forces from NATO allies and Black Sea partners. The exercise includes a brigade-level Command Post Exercise (CPX) and a battalion level Field Training Exercise (FTX).

AUSTERE CHALLENGE (AC). CJCS-sponsored, USEUCOM-directed joint and combined bi-annual USEUCOM HQ CPX focused on CONPLAN rehearsal. This exercise is focused on the USEUCOM HQ and components. There is potential for CCDR interaction with component commanders.

FLEXIBLE LEADER (FL). CJCS-sponsored, USEUCOM-directed joint exercise. Annual USEUCOM-led Table Top Exercise (TTX) to educate and train headquarters and component staffs.

COLD RESPONSE (CdR). A Norwegian-led multinational exercise that is CJCS-sponsored, USEUCOM-directed large-scale bi-annual CJCS multinational CPX and FTX, with MARFOREUR/AF focus on a CJTF-capable MEB-level CE and *Expeditionary Force 21* concepts. (Note: CdR18 has been replaced/folded into by TRJE18, hosted by Norway).

BALTOPS (BT). CJCS-sponsored, USEUCOM-directed joint and combined naval exercise in the Baltic Sea region involving more than 5,000 multinational troops from NATO allies and partners from throughout Europe. Exercise includes maritime interdiction, mine warfare, anti-mine warfare, and amphibious operations. BALTOPS is the largest naval exercise in the region with NATO countries.

SABRE STRIKE (Sbs). CJCS-sponsored, USEUCOM-directed joint and combined land exercise. USAREUR-led security cooperation exercise conducted in the Baltic States (Estonia, Latvia, and Lithuania). It consists of a FTX, a host-nation supported CPX/computer-assisted exercise, and a brigade-level CPX/combined arms exercise focused on interoperability between NATO and partners and on preparing troops for participation in the NATO Response Force.



Marines conduct movement during Exercise SABRE STRIKE.

SEA BREEZE (SB). CJCS-sponsored, USEUCOM-directed, and NAVFAC/NAFAC-led annual, joint, and combined naval exercise in the Ukraine.

SABER GUARDIAN (SG). CJCS-sponsored, USEUCOM-directed, and USAREUR-led annual, joint and combined CPX and land exercise in the Black Sea region with some USMC element participation.

TRIDENT JUNCTURE (TRJE). NATO annual CPX focused on NATO Response Force (NRF) certification with large-scale CJTF live fire and maneuver FTX every three years. Tri-annual focus is to certify NATO Response Force; demonstrate NATO capabilities; and highlight, exercise, and enhance USMC capability to support NATO and USEUCOM combined amphibious operations. CJCS-sponsored and USEUCOM-directed.

STEADFAST COBALT (SFCT). A NATO communications exercise which executes annually to prepare NATO Response Forces (NRF) communications capabilities in preparation for NRF certification. CJCS-sponsored and USEUCOM-directed.

STEADFAST INDICATOR (SFIR). STEADFAST INDICATOR is a NATO SHAPE-directed exercise conducted at the NATO HUMINT Centre of Excellence. Exercises mission readiness, responsiveness, and interoperability of the NATO HUMINT elements for contingency operations while preserving the capacity to support current NATO missions.

CAPABLE LOGISTICIAN (CL). A NATO logistics exercise with U.S. efforts led by EUCOM J4.

OTHER USEUCOM JEP EXERCISES. MARFOREUR/AF may conduct and/or participate in other USEUCOM exercises, as directed.

AFRICOM EXERCISES

AFRICAN LION (AL). CJCS-sponsored, USAFRICOM-directed joint and combined land, naval, and air exercise focused on USAFRICOM LOE 2. Annual MARFOREUR/AF-led exercise, developing partner nation capabilities and featuring a CJTF with a General Officer-level CE, combined arms maneuver and live fire, air, and amphibious training; scheduled annually as a CPX, FTX and ATX starting in 2017.

JUDICIOUS RESPONSE (JR). CJCS-sponsored, USAFRICOM-directed joint exercise. A bi-annual USAFRICOM Headquarters CPX focused on crisis and contingency response; may include a MEB-level CE exercising as a JTF.

JUDICIOUS LEADER (JL). CJCS-sponsored, USAFRICOM-directed joint exercise. A bi-annual USAFRICOM-led exercise aimed at synchronizing efforts across components, SOF Enablers, DoS Security Forces and interagency to enhance ability to respond to crisis, improve stability, and gain greater access to meet New Normal objectives.

LION FOCUS (LF). CJCS-sponsored, USAFRICOM-directed joint exercise. A bi-annual U.S. Army-Africa (USARAF)-led CPX and deployment exercise (DEPEX) to train and enhance readiness of USARAF to conduct operations as the core of a JTF with joint forces, augmentation and enablers.

OBANGAME EXPRESS (OE). CJCS-sponsored, USAFRICOM-directed joint and combined naval exercise. An annual NAVEUR/NAVAF-led exercise focused toward improving regional cooperation and interoperability between U.S., European, and African security partners to interdict illicit trafficking in the Gulf of Guinea region through improved Maritime Domain Awareness and Maritime Interdiction tactics, techniques, and procedures.

UNITED ACCORD (UA). Formerly WESTERN ACCORD. CJCS-sponsored, USAFRICOM-directed joint and combined land exercise. An annual USARAF-led exercise that is LOE-5 focused on priority Transportation Component Commands (TCC) to U.N. missions in Africa using U.N. standards.

UNIFIED FOCUS (UF). Formerly CENTRAL ACCORD. CJCS-sponsored, USAFRICOM-directed joint and combined land exercise. An annual USARAF-led exercise that is LOE 3-focused with Multinational JTF (MNJTF) TCCs.

EPIC GUARDIAN (EG). CJCS-sponsored, USAFRICOM-directed special operations exercise. CONPLAN-driven to exercise USAFRICOM, component commands, Theater Special Operations Command (TSOC), and interagency ability to plan, deploy, and conduct CT operations. Serves as full mission profile rehearsal for a National Mission Force and the theater Crisis Response Force.

OTHER USAFRICOM JEP EXERCISES. MARFOREUR/AF may conduct and/or participate in other USAFRICOM exercises, as directed.

MARFOREUR/AF TITLE 10 EXERCISE PROGRAM

AMPHIBIOUS LANDING EXERCISE (PHIBLEX). Bilateral naval amphibious exercises conducted to strengthen interoperability across a range of capabilities to include disaster relief and contingency operations.

NATO COUNTRY EXERCISES. MARFOREUR/AF will design, schedule, and conduct bilateral and multilateral exercises with NATO allies to improve tactical-level interoperability and expand partner capacity to conduct self-defense or contribute to collective defense.

NORDIC EXERCISES. MARFOREUR/AF will increase bilateral and multilateral exercises in the Nordics/Arctic to improve operational access; expand Marine Corps regional familiarity; operationalize MCPP-N; rehearse MEF/MEB-level RSO&I; enhance Marine Corps cold weather, arctic and mountain operations capabilities; rehearse concepts of operations; and sustain the readiness of forward-deployed Marine Corps forces.

ARCTIC CHALLENGE, JOINT VIKING, REINDEER and AURORA.

BALTICS EXERCISES. MARFOREUR/AF will increase bilateral and multilateral exercises in the Baltics to improve operational access in the Baltics region, expand Marine Corps regional familiarity, operationalize MCPP-N, rehearse MEF/MEB-level RSO&I, enhance combined amphibious operations capabilities, rehearse concepts of operations, and sustain the readiness of forward-deployed Marine Corps forces. **IRON SWORD, SILVER ARROW, SUMMER SHIELD.**

BLACK SEA EXERCISES. PLATINUM Series. Ongoing rotational series intended to ensure sustainment, demonstrate U.S. Marine Corps capabilities, and enhance readiness.

OTHER EXERCISES

AFRICA ENDEAVOR. U.S. Africa Command's annual 10-day communications exercise, focuses on interoperability and information sharing among African security partners.

JOINT WARRIOR. Major bi-annual, multinational exercise which takes place in the Scottish Exercise Areas.

TARTAN EAGLE. Joint training between British and U.S. Marines, staged in the United States and Scotland, which includes weapons ranges, convoy operations, anti-ambush strategies, and navigational classes.

RED DAGGER. A bilateral training exercise that allows the U.S. Marines and British Royal Army to exchange tactics, techniques, and procedures.

OP COUGAR. Routine large-scale international exercise held by the Royal Navy to demonstrate the operational readiness to respond to threats worldwide.

PHOENIX ODYSSEY. Designed to build on joint intelligence operations and further develop the relationships between the U.K. and U.S.

EGEMEN. Designed to enhance operational and tactical-level expeditionary warfare skills, while increasing interoperability and strengthening partnerships between United States and Turkish forces.

FALL STORM. NAVEUR-led exercise with Romania in the Black Sea that leverages a single ship from the ARG/MEU. Includes visit, board, search and seizure (VBSS) training and deck landing qualifications.

*Additional training opportunities may be available based on MARFORRES support.

MARFOREUR/AF CAMPAIGN PLAN FRAMEWORK

MARFOREUR/AF will use four Lines of Effort (LOEs) to organize its actions over the next four years. These LOEs are not restrictive; rather they are intended to provide a means for focus, organization, and assessment. Office of Primary Responsibility (OPR) for the development, management, and assessment of each LOE is annotated in parentheses. FY18 end states provided with each LOE specify what MARFOREUR/AF intends to accomplish during the period of this campaign.

LOE 1: Crisis Response (G-3)

- 1.1 Crisis Response Plans are Relevant and Ready
- 1.2 Crisis Response Forces are Postured and Ready
- 1.3 Crisis Response CONOPS are Rehearsed and Validated

LOE 2: Contingency Response (G-5)

- 2.1 Contingency Response Plans are Relevant and Ready
- 2.2 Contingency Response CONOPS are Rehearsed and Validated
- 2.3 Prepositioning Programs & Infrastructure Support MAGTF Operations
- 2.4 MAGTF Ready for Cold Weather, Arctic, and Mountain Operations

LOE 3: Maritime Expeditionary Operations (G-5)

- 3.1 US & Allies Ready to Conduct Combined Amphibious Task Force Operations
- 3.2 Naval Infantry Forces Standardized, Interoperable, and Deployable

LOE 4: Security Cooperation (G-5)

- 4.1 US & Allies & Partners Prepared for Named Operations
- 4.2 Access to Enable Crisis Response is Secured
- 4.3 NATO Ally Land Force Capabilities are Enhanced
- 4.4 African Partner CT, PKO, and CIT Capabilities are Enhanced

Enduring Tasks

- Communicate Strategic Messages
- Support our Forces
- Keep Faith with our Marine, Sailors, and Civilian Marines

LOE 1: CRISIS RESPONSE (G-3)

MARFOREUR/AF will maintain forward-deployed forces that are prepared and ready to rapidly respond to emergent crises. A crisis is defined in Joint Publication 3-0 as: “an incident or situation involving a threat to the United States, its territories, citizens, military forces, and possessions or vital interests that *develops rapidly* and creates a condition of such diplomatic, economic, political, or military importance that commitment of United States military forces and resources is contemplated to achieve national objectives.” The key phrase that distinguishes a crisis from other types of military operations is “*develops rapidly*,” meaning that a given situation occurred unexpectedly or with minimal warning.

MARFOREUR/AF will work to refine U.S. Marine Corps-allocated (e.g., SPMAGTF-CR-AF and BSRF) and Service-retained (e.g., Global Response Forces, CONUS-based alert forces, and other available forces) crisis response capabilities in accordance with enduring CCDR and Service guidance. We will remain postured to employ regionally-deployed and CONUS-based crisis response forces, independently or as aggregated forces, to accomplish assigned missions. We will tailor our crisis response capabilities to satisfy USEUCOM and USAFRICOM OPLAN commitments and will coordinate with Service and joint stakeholders to establish standing plans and processes for requesting, employing, and supporting crisis response operations, to include the reception, staging, onward movement, and integration (RSO&I) of CONUS-based forces and interoperability with other service or special operations forces, as necessary.



U.S. Marines exchange riot-control techniques for possible real-world scenarios at embassies around Europe and Africa.

LOE 1: Crisis Response IMOs:

1.1 Crisis Response Plans are Relevant and Ready. MARFOREUR/AF and subordinate commands will publish and maintain MARFOR and SPMAGTF-level supporting plans to CCDR crisis response plans.

1.2 Crisis Response Forces are Postured and Ready. MARFOREUR/AF will establish posture agreements with host nations, maintain alert forces in designated alert postures, and sustain unit-level readiness for crisis response. We will enhance MARFOREUR/AF’s capability to command and control, seek opportunities for SPMAGTF employment from AFSBs, and integrate 2d MEB CE as a JTF-capable headquarters into crisis response missions.

1.3 Crisis Response CONOPS are Rehearsed and Validated. MARFOREUR/AF will integrate forward-deployed and CONUS-based U.S. Marine Corps alert forces, joint enablers, and USAFRICOM command

and control capabilities into crisis response plans and full-mission profile rehearsals. We will develop and validate maritime basing options and rehearse operations from CSLs.

LOE 1: Crisis Response FY20 End State:

MARFOREUR/AF synchronizes rotational deployments with CCDRs, Service headquarters, and force providers to provide tailored crisis response forces that are right-sized with the right capabilities.

MARFOREUR/AF enhances its capability and capacity to exercise command and control of allocated forces.

MARFOREUR/AF establishes standing crisis response plans, conducts ongoing theater intelligence activities, and institutionalizes interoperability between regionally-deployed and CONUS-based forces and enablers in order to execute effective crisis response and provide flexible and rapidly scalable crises response options.

LOE 2: CONTINGENCY RESPONSE (G-5)

MARFOREUR/AF will set the conditions for contingency operations, as specified in *Expeditionary Force 21*.

As distinguished from crises, contingencies are usually of larger scale, unfold more slowly, involve previously -apportioned forces, and require more time for deliberate planning and deployment of forces. CCDRs develop and publish OPLANs and CONPLANs for those contingencies that can be reasonably anticipated in the principal geographic subareas of their AORs.

MARFOREUR/AF will engage with supported CCDRs and Service stakeholders to develop applicable contingency plans. To this end, MARFOREUR/AF will serve as the lead organization in defining the Marine Corps' role in regional contingency response efforts and identifying actions through which the Service sets conditions for contingency operations. MARFOREUR/AF will strengthen ties with Service supporting establishment entities to leverage reachback capabilities in support of contingency planning.

MARFOREUR/AF will aggressively advocate Marine Corps capabilities to USEUCOM, USAFRICOM, and other Service components, to ensure that Marine Corps forces are effectively employed in joint and allied contingency plans throughout all phases. In addition, MARFORUER/AF develop or strengthen relationships with select joint, allied, and coalition partners to increase interoperability for future contingency operations.

LOE 2: Contingency Response IMOs:

2.1 Contingency Response Plans are Relevant and Ready. MARFOREUR/AF and subordinate elements will develop and maintain MARFOR supporting plans to USEUCOM and USAFRICOM contingency plans.

2.2 Contingency Response CONOPS are Rehearsed and Validated. MARFOREUR/AF will validate and rehearse RSO&I with prepositioning capabilities; operations within USEUCOM, USAFRICOM, and NATO command and control frameworks; operations with Norway's armed forces; and strategic mobility of a MAGTF across the Nordic/Arctic and Baltic regions.

2.3 Prepositioning Programs & Infrastructure Support MAGTF Operations. MARFOREUR/AF will expand MPSRON capabilities in the USEUCOM/USAFRICOM theaters, tailor MCPP-N for MEB-level contingency operations, and establish theater facilities and infrastructure to set conditions for MAGTF operations.

2.4 MAGTF Ready for Cold Weather, Arctic, and Mountain Operations. MARFOREUR/AF will enhance Marine Corps readiness for cold weather and mountain operations by scheduling and conducting training and exercises, rehearsing operations in arctic environments, and modernizing and prepositioning cold weather equipment.

LOE 2: Contingency Response FY20 End State:

MARFOREUR/AF effectively engages USEUCOM, USAFRICOM and Service stakeholders in the development of OPLANs and CONPLANs. MARFOREUR/AF works closely with Service force providers and joint, interagency, and partner nation counterparts to conduct Phase 0 intelligence operations and shaping actions that set Service component conditions for contingency operations, to include confirming reliable access to contingency basing and facilities. Joint training and exercises are scheduled to integrate U.S. Marine Corps capabilities with joint, allied, and coalition partners to institutionalize interoperability and provide for flexible and rapidly scalable contingency response options. MCPP-N is tailored for MEB-level contingency operations and MPSRON is re-established in the USEUCOM/USAFRICOM theaters.



U.S. Marines with Black Sea Rotational Force position M1A1 Abrams tanks before firing for the tank live-fire exercise during PLATINUM LION 16-3.

LOE 3: MARITIME EXPEDITIONARY OPERATIONS (G-5)

As outlined in the maritime strategy, the U.S. Marine Corps, Navy, and Coast Guard continue to expand the global network of navies working together to address our common security interests by bringing together the contributions of like-minded nations and organizations around the world to address mutual maritime security challenges and respond to natural disasters.

The U.S. Navy-Marine Corps Campaign Plan for Amphibious Operations Training (CPOAT) aligns naval

amphibious exercise planning and scheduling to inform force sourcing, ship scheduling, experimentation, and coalition participation in order to advance concepts, influence doctrine, and increase readiness. MARFOREUR/AF will work closely with U.S. Marine Corps Forces Command (MARFORCOM) to facilitate scheduling and integration of forward-deployed Marines and European partners into joint and Service amphibious training and exercises.

While nearly two-thirds of U.S. Navy amphibious ships are assigned to USPACOM, the collective amphibious capacity of our European allies and partners nearly matches that of the U.S. Navy world-wide, with (30) L-class ships and (18+) brigade or battalion-level naval infantry units. France, Italy, Spain, Turkey, and United Kingdom have a combined total of (10) big deck (LHA/LHD) amphibious aircraft carriers at sea or in construction. Each of these countries has the ability to generate an Amphibious Task Group (ATG) afloat (defined as 2-4 amphibious ships with at least a battalion-sized landing force of Marines). Although each is at varying levels of readiness to do so, the United States, United Kingdom, France, Spain, and Italy can each generate a brigade-sized force of Marines ashore. In a crisis, NATO has the combined capability to generate 2-3 brigades afloat on approximately 20 amphibious ships.

MARFOREUR/AF will support Service and theater initiatives by scheduling and conducting tactical and operational level training, exercises, and engagement activities with regional amphibious and naval infantry partners.

LOE 3: Maritime Expeditionary Operations IMOs:

3.1 U.S. & Allies Ready to Conduct Combined Amphibious Task Force Ops. MARFOREUR/AF will conduct operational-level exercises and operations and develop and maintain plans and standard operating procedures for combined Amphibious Task Force (ATF) operations.

3.2 Naval Infantry Forces Standardized, Interoperable, and Deployable. MARFOREUR/AF will conduct tactical-level training and exercises with regional amphibious and naval infantry partners to enhance standardization, interoperability, and deployability.

LOE 3: Maritime Expeditionary Operations FY20 End State:

MARFOREUR/AF effectively integrates European amphibious and naval infantry partners into Service-led CPOAT exercises and training. Coalition and NATO amphibious forces are interoperable and deployable and tactics, techniques, and procedures are standardized. European amphibious partners are ready to conduct combined ATF operations.



U.S. Marines and U.K. Royal Marines in MV-22Bs aboard the Royal Navy's HMS Ocean during Exercise BLUE RAPTOR,

LOE 4: SECURITY COOPERATION (G-5)

MARFOREUR/AF will utilize rotational forces to engage in purpose-driven theater security cooperation activities in order to achieve USEUCOM and USAFRICOM strategic and operational objectives. MARFOREUR/AF will emphasize quality over quantity, with an aim toward establishing lasting relationships and achieving enduring and meaningful regional solutions. MARFOREUR/AF will secure enduring access to bases, training facilities, and CSLs for forward-deployed forces.

In Europe, security cooperation activities will orient toward MARFOREUR/AF focus regions with an emphasis on enhancing operational and tactical interoperability and building the capabilities and capacities of regional security partners as a means to deter aggression while affirming U.S. commitment to Article 5 responsibilities. MARFOREUR/AF will focus on activities with select partners with whom U.S. Marines are likely to operate during future crises or contingencies. MARFOREUR/AF will also continue to work with select maritime partners and regional security partners who have operated with Marines in Iraq and Afghanistan.

In Africa, security cooperation activities will orient toward MARFOREUR/AF focus regions with an emphasis on building the capabilities and capacities of regional security partners as a means to gain access for crisis response operations and to increase the abilities of African partners to deal with local security challenges with reduced direct U.S. involvement. MARFOREUR/AF will conduct activities outside its focus regions, by exception, when Marine Corps capabilities are uniquely relevant and/or when directed by USAFRICOM.

LOE 4: Security Cooperation IMOs:

4.1 Allies & Partners Prepared for Named Operations. MARFOREUR/AF will train, evaluate, and deploy Georgia's rotational infantry battalions in support of RSM in Afghanistan, Develop Uganda's Battle Group capabilities to support AMISOM missions in Somalia, develop Cameroon's coastal naval infantry to counter Boko Haram, and develop Ukraine's naval infantry brigade to conduct security operations in Eastern Ukraine.

4.2 Access to Enable Crisis Response in Africa is Secured. MARFOREUR/AF will ensure continued access to CSLs by building the capability and capacity of Senegal, Ghana, and Gabon to rapidly deploy and sustain forces to conduct peacekeeping, CIT, and/or humanitarian demining activities.

4.3 NATO Land Force Capabilities Enhanced. MARFOREUR/AF will conduct capacity-building activities with Romania, Bulgaria, Lithuania, Latvia, and Estonia to increase their ability to support NATO and/or provide self-defense.

4.4 African Partner Nation CT, Peacekeeping Operations (PKO), and CIT Capabilities Enhanced. MARFOREUR/AF will maintain strategic relationships and assure access for U.S. Marine Corps crisis response forces by episodically conducting security cooperation activities with a focus toward enhancing partner nation CT, PKO, and CIT capabilities.

MARFOREUR/AF will support NAVEUR/NAVAF's AFRICA PARTNERSHIP STATION program to build partner nation maritime security capabilities in the Gulf of Guinea.

LOE 4 Security Cooperation FY20 End State:

MARFOREUR/AF theater security cooperation activities and exercise participation are purpose-driven and contribute to strengthening strategic relationships. MARFOREUR/AF secures steady-state access to: basing for forward-deployed Marine Corps forces throughout the USEUCOM and USAFRICOM AORs; CSLs from which to conduct crisis response operations; and training facilities for the sustainment training of allocated Marine Corps forces. MARFOREUR/AF increases interoperability with regional allies through continued engagement and security cooperation activities. MARFOREUR/AF reinforces and further develops the military capacity of partner nations, such that allies are increasingly capable of conducting effective unilateral and combined stability and security operations. MARFOREUR/AF theater security cooperation activities and participation in contingency planning, operations, and training serve to assure key allies of U.S. regional security commitments and contribute to a credible deterrent within MARFOREUR/AF Areas of Operations.



U.S. Marines working with Cameroon's Fusiliers Marins (FUMA) and Compagnie des Palmeurs de Combat (COPALCO) to increase their capabilities to combat illicit activity and increase security in the waterways and borders of Cameroon.

ENDURING TASKS

While our campaign is focused on achieving strategic objectives, MARFOREUR/AF will perform vital sustaining actions necessary to communicate strategic messages; support our forces; and keep faith with our Marines, Sailors, and Civilian Marines.

COMMUNICATE STRATEGIC MESSAGES

MARFOREUR/AF will advise USEUCOM and USAFRICOM regarding the proper employment of U.S. Marine Corps forces, inform Marine Corps stakeholders regarding CCDR perspectives and force requirements, coordinate with adjacent component commands and interagency partners, and communicate effectively to articulate the role of U.S. Marine Corps forces in the achievement of theater strategic objectives.

As a maritime Service component, MARFOREUR/AF will engage with Navy and Coast Guard counterparts to integrate and synchronize steady-state activities and contingency planning in the littorals. This will include Maritime Security Force Assistance (MSFA) activities conducted in collaboration with Service, maritime Service, and Partner Nation stakeholders. As part of a joint force, MARFOREUR/AF will engage with U.S. Army, U.S. Air Force, and interagency counterparts to geographically and functionally synchronize steady-state activities and contingency planning theater-wide. MARFOREUR/AF will coordinate with Theater Special Operations Commands (TSOC) to integrate our activities with Marine Special Operations Command (MARSOC).

MARFOREUR/AF will communicate Service-specific messages to internal U.S. and external international audiences to articulate the role of U.S. Marine Corps capabilities and activities in the achievement of CCDR strategic, operational and tactical objectives across a spectrum of means, from the social-media venues employed by public affairs to ongoing staff talks with other services.

SUPPORT OUR FORCES

MARFOREUR/AF will secure all forward-based and forward-deployed personnel, dependents, information systems, and materiel by implementing and executing effective and sustainable mission assurance and cyberspace tactics, techniques, and procedures. MARFOREUR/AF will manage the internal operations, processes, and systems required for it to perform the organizational functions of a U.S. Marine Corps Service component, to include administration, development and sustainment of forces and staff, and the management of logistic and monetary resources. MARFOREUR/AF will develop, manage, and execute all manpower and personnel plans to improve organizational staff capacity. MARFOREUR/AF will ensure internal personnel structure and rotational force development support mission accomplishment. MARFOREUR/AF will manage and account for the materiel resources necessary for its forward-deployed forces to meet unit training and operational requirements.

KEEP FAITH WITH OUR MARINES, SAILORS, AND CIVILIAN MARINES

Marines, Sailors, Civilian Marines, and their families, whether forward-based at the MARFOREUR/AF Headquarters in Stuttgart, or forward-deployed at other locations, are subject to diverse and unique stressors related to long-term overseas service in unfamiliar, evolving, and potentially unstable strategic environments. MARFOREUR/AF will support the moral, mental, physical, and spiritual development of our Marines, Sailors, Civilian Marines, and their families through an emphasis on individual readiness programs and ongoing improvements regarding access to information and resources. Whether in garrison or at forward locations, MARFOREUR/AF will uphold the ethos of individual and unit discipline and accountability and affirm our foundation in Marine Corps core values in order to effectively preserve the force and enhance operational readiness. MARFOREUR/AF will establish and maintain an open dialogue with Marines, Sailors, Civilian Marines, and their families regarding life issues and support from the command, reinforced locally through the implementation of Department of Defense and Service-level programs for Family Readiness and single Marines and Sailors. MARFOREUR/AF will ensure that all assigned personnel and their dependents are provided access to information and resources to exploit the unique opportunities and mitigate the challenges associated with overseas military life. MARFOREUR/AF will continue efforts to adjust organizational structure, priorities, and processes to achieve a sustainable work-life balance.



Each Memorial Day weekend, U.S. Marines, French service members, family members and locals gather to honor the memory of the Marines killed during the battle of Belleau Wood.

CAMPAIGN PLAN GOVERNANCE AND IMPLEMENTATION

The AC/S G5 will coordinate the efforts of all MARFOREUR/AF staff sections and MSEs to develop annual Fiscal Year Campaign Plan Implementation Annexes, execute tasks, and achieve intermediate objectives necessary to accomplish the end states listed in this document.

Staff sections assigned OPR responsibilities will designate LOE managers, as appropriate, to support development, execution, and tracking of tasks contained in annual Fiscal Year Campaign Plan Implementation Annexes and quarterly assessment of progress toward Campaign Plan end states.

The Information Management Officer (IMO) will establish and maintain an information and information exchange structure to support LOE managers and implementation of the governance plan.

ASSESSMENT

Campaign Plan assessment will be a continuous process focused on measuring progress toward MARFOREUR/AF Campaign Plan end states and delivering relevant reliable feedback into the planning process to facilitate required adjustments.

AC/S G5 will coordinate with all MARFOREUR/AF staff sections and MSEs to develop and implement a methodology to conduct quarterly assessments of progress towards Campaign Plan end states and accomplishment of Fiscal Year Campaign Plan Implementation Annex tasks.



Marines from the Combined Arms Company support NATO allies and partners with ground-combat capabilities in the Namsos fjord during Exercise Cold Response 16.



U.S. Service members begin a convoy of military vehicles offloaded from the from the USNS 1st Lt. Jack Lummus, a cargo ship with Military Sealift Command, in preparation for Exercise African Lion.

The AC/S G5 will evaluate methods for determining Measures of Performance (MOPs) and Measures of Effectiveness (MOEs) in coordination with LOE OPRs. Once determined, the specific assessment methodology will be published in subsequent Implementation Annexes.

The AC/S G5 will coordinate the briefing of assessment results to the Commander quarterly. LOE managers will identify key factors that influenced their estimates and significant trends, challenges, opportunities, and priorities for future actions.

The assessment process is comprised of three primary activities:

1. Collection and processing of data to monitor all aspects of the Campaign Plan to identify changes to the strategic and operational environments that underpin the Commanders' intent and concept of operations; making campaign plan adjustments to remain consistent with evolving facts and assumptions.
2. Evaluating relevant information to determine progress toward accomplishing tasks and setting conditions. We will ask ourselves "Are we doing the right things?" and "Are we doing things right?" LOE managers will assess each task as "Met," "Partially Met," or "Not Met." LOE managers should also include brief comments as a means of updating the status of any POA&M tasks that were partially met or not met.
3. Making change recommendations to the Commander to ensure the Campaign Plan remains consistent with evolving facts, assumptions, and guidance.

