



# ***Navy's Vision for Confronting Irregular Challenges***

*presented to the  
NDIA Special Missions Conference*

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# *Navy's Focus*

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- Underlying Conditions of Instability
- US Navy's Vision for Confronting Irregular Challenges
- Implementation of the Navy Vision
  - Reorient, Rebalance, Refine
- Innovations / Studies / TTX
- Way ahead...

***In the face of significant shifts in the nature and character of the threats our nation faces, the Vision will guide our efforts to prevent, limit, and interdict irregular threats and adversaries.***



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## ***Underlying Conditions of Instability***

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- Collection of Diverse Strategic Vectors
  - Climate Change, Energy, Demographics, Natural Disasters, Water, Food Shortages, Pandemics...
- Exerting Increasing Influence on Global Stability...Centered in the Littorals
- Persistent Engagement key to ensuring stability in fragile “Maritime Neighborhoods”

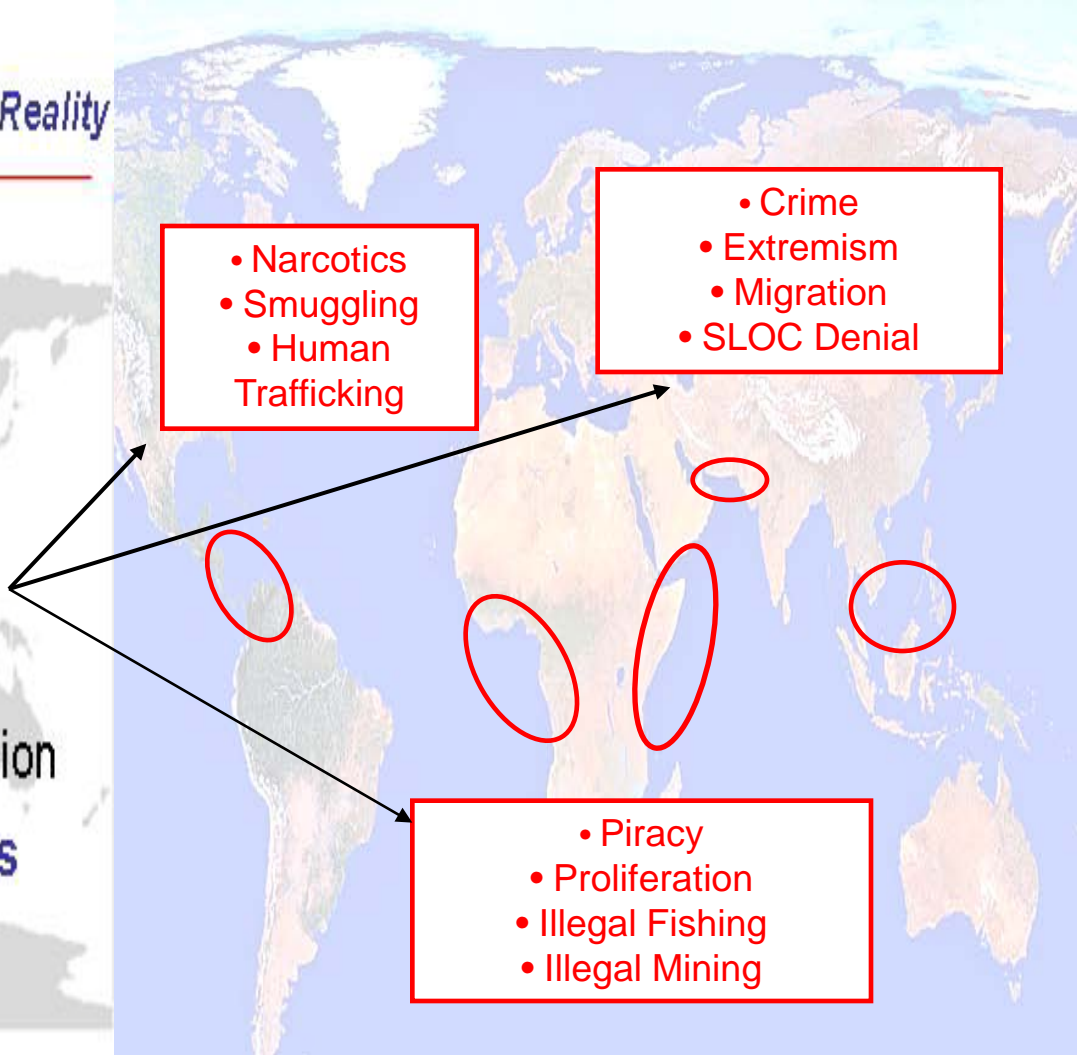


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# Fragile “Neighborhoods” in the Maritime Environment

*Irregular Challenges... Dealing with the New Reality*

- Iraq/Afghan--the current fight we are in,  
*But...*
- Irregular Challenges are a global concern  
*...Persistent and Enduring*
- The world's littorals are central to the solution  
- **Core Networks are Maritime Networks**



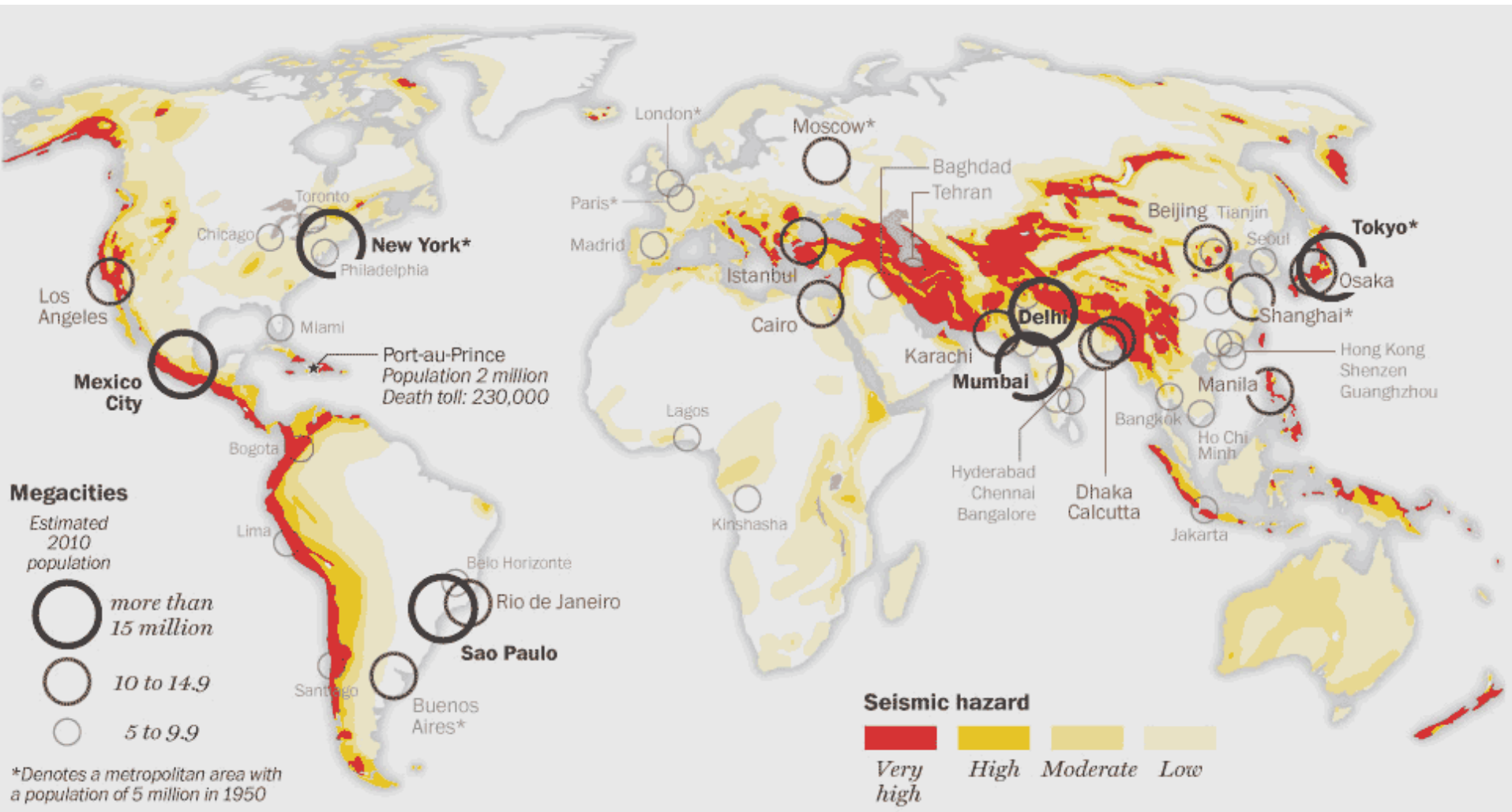
**Navy...*potentially* the most significant contributor to this newly acknowledged security environment**

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# Humanitarian Assistance / Disaster Relief

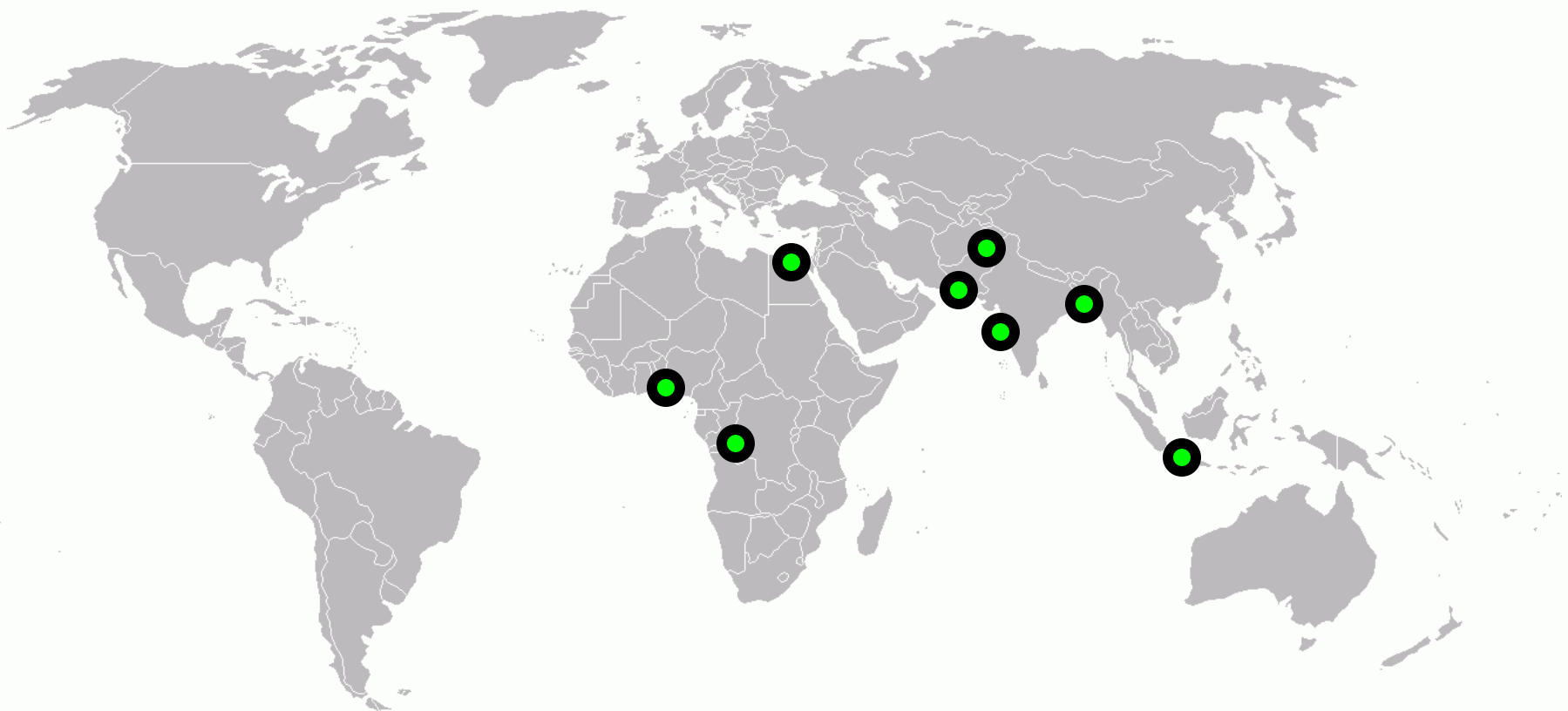




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# ***Waning Governance***

“Mega-Eights”



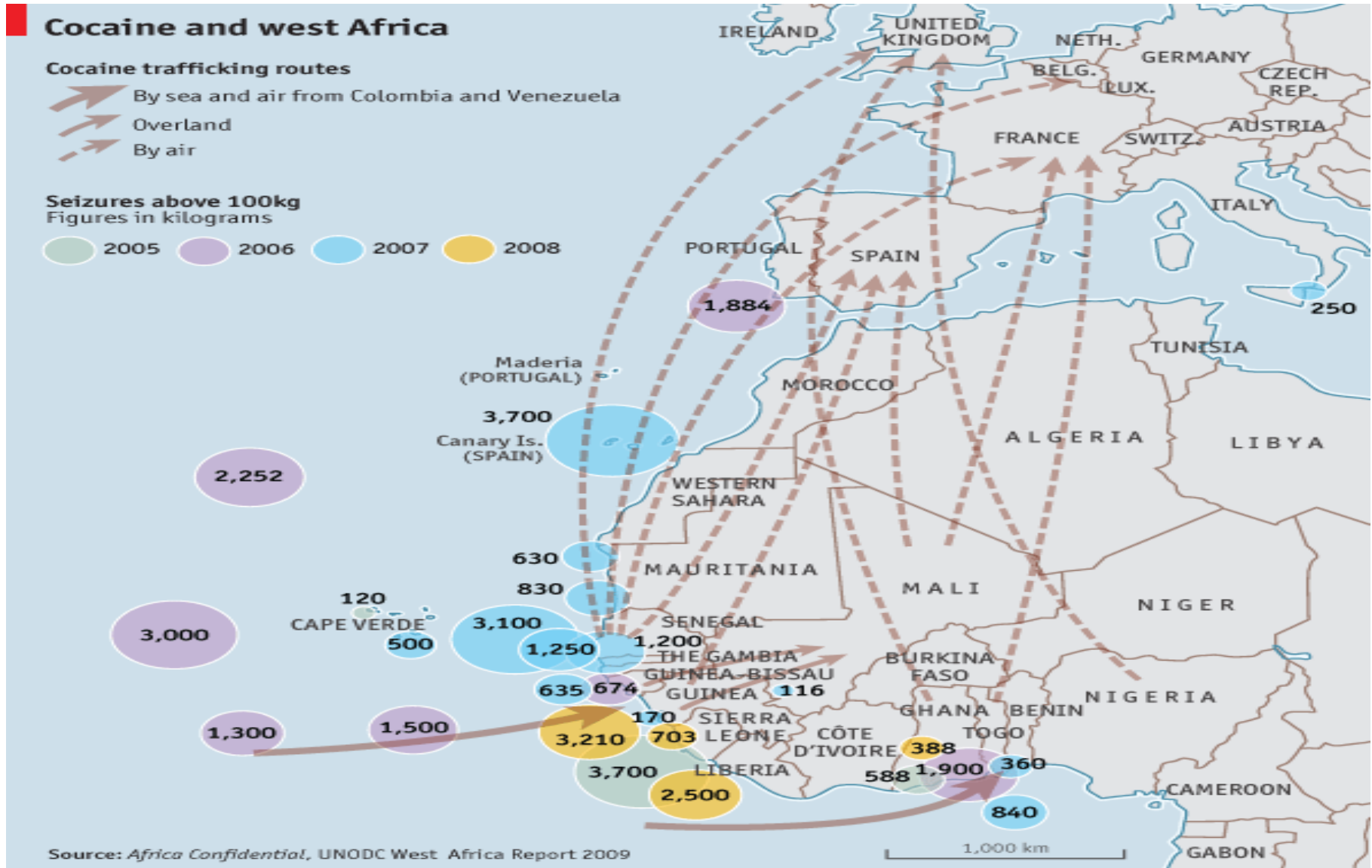
***“Overflowing, Ungovernable, Growing Rapidly...” Foreign Policy  
Research Institute***





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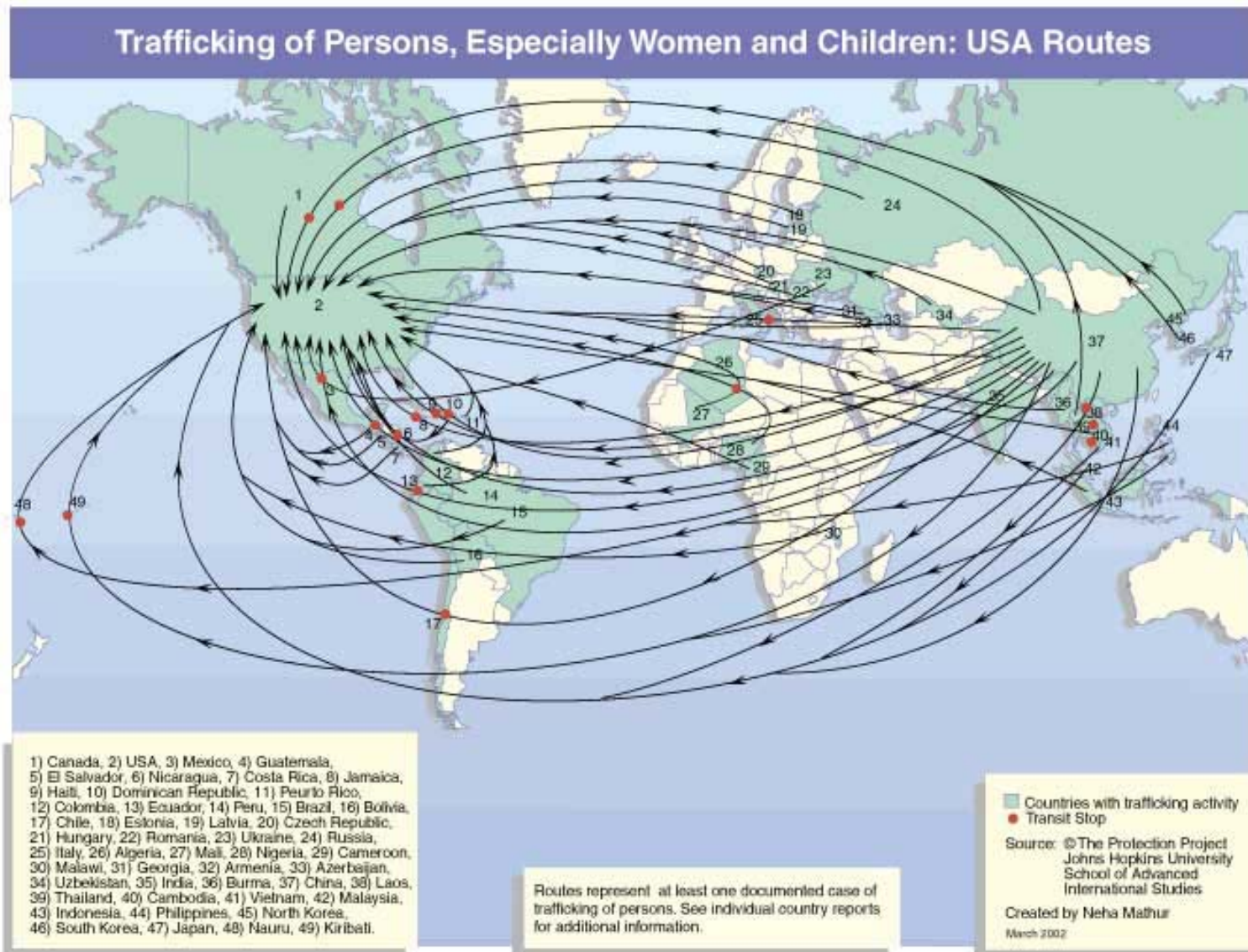
# Transnational Threats: Drugs





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# Human Trafficking

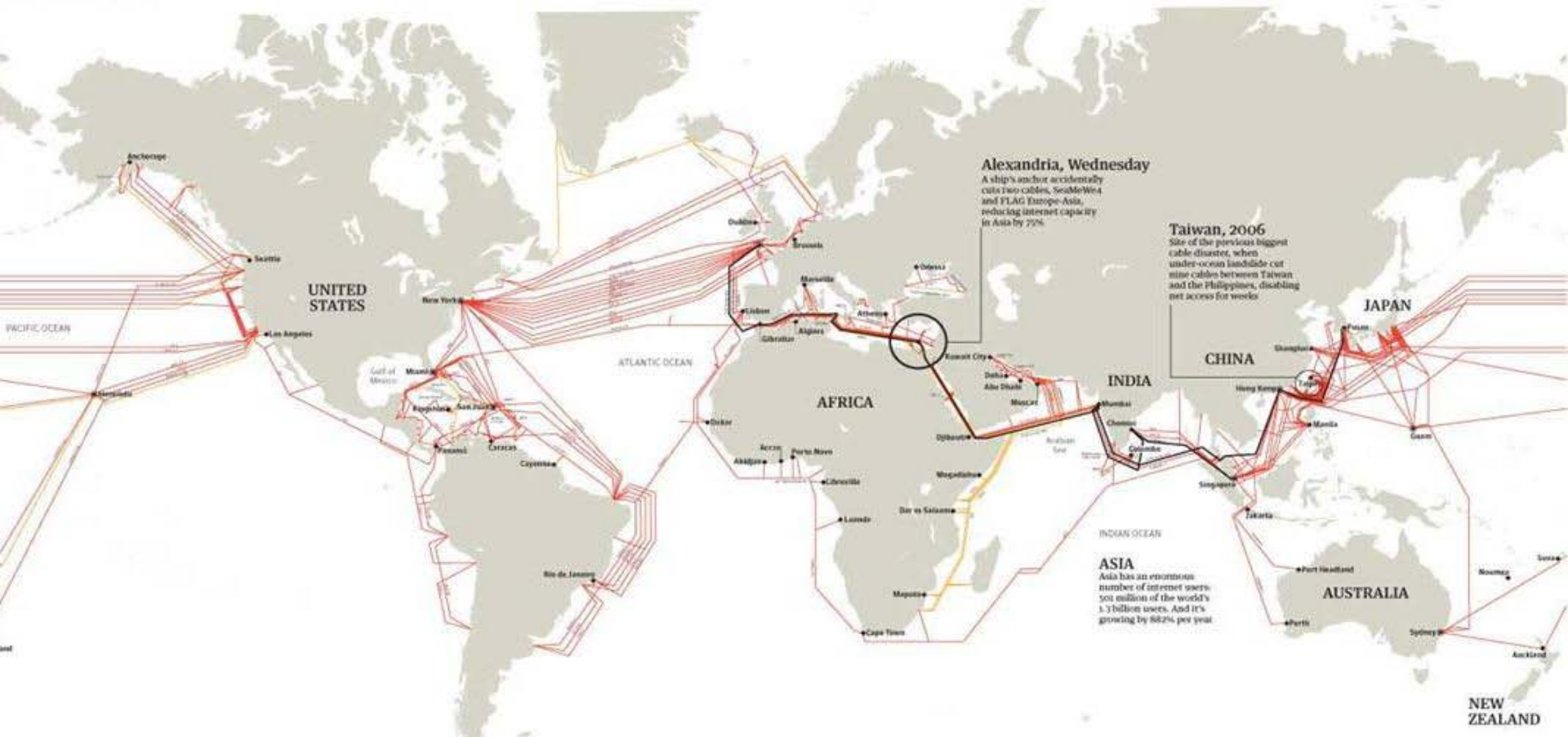






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# Information Backbone



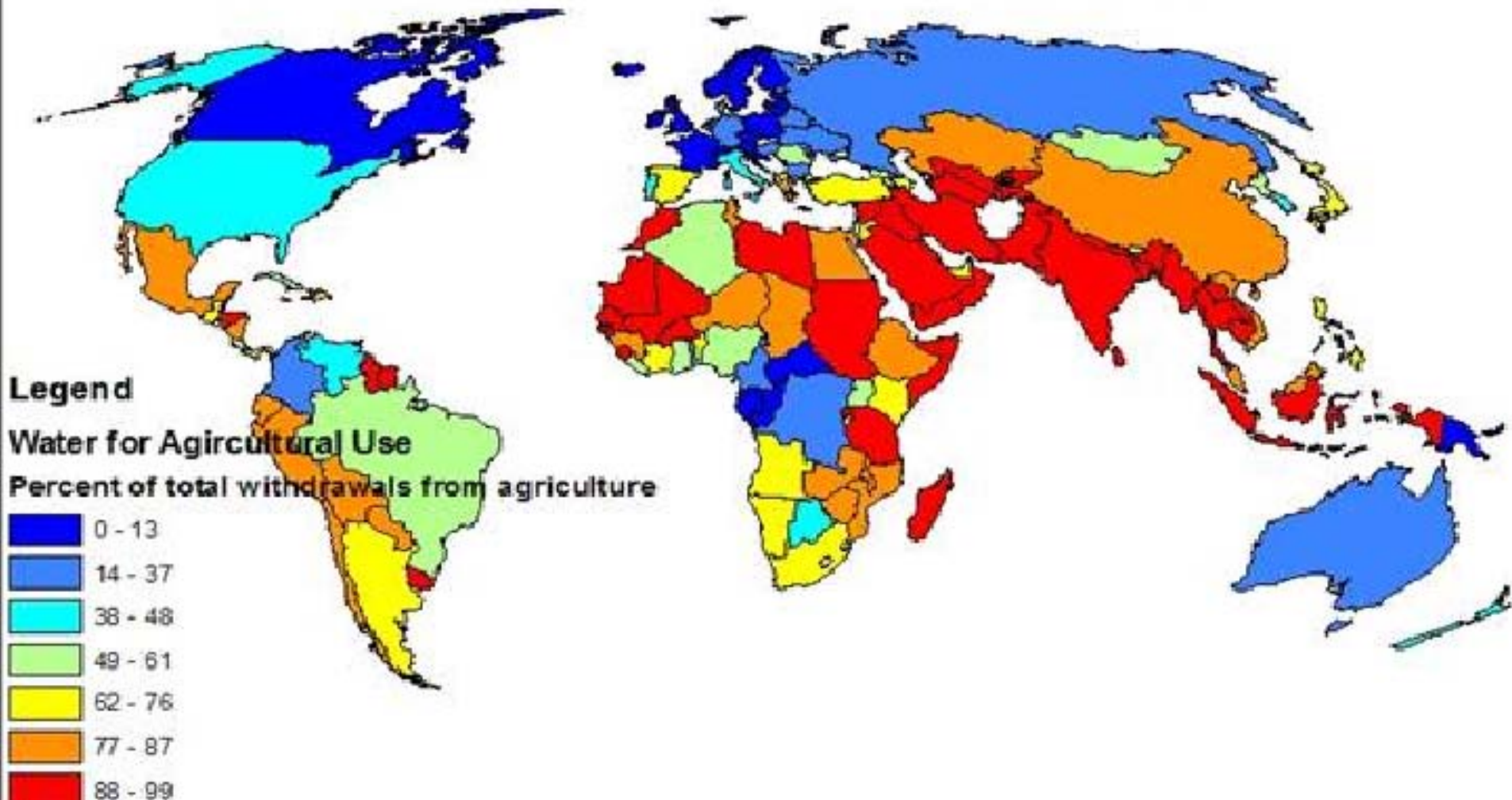
***“The Internet swims with the fishes” ADM Roughead***



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# *Agriculture's Impact*

## Percent of Total Withdrawals from Agriculture

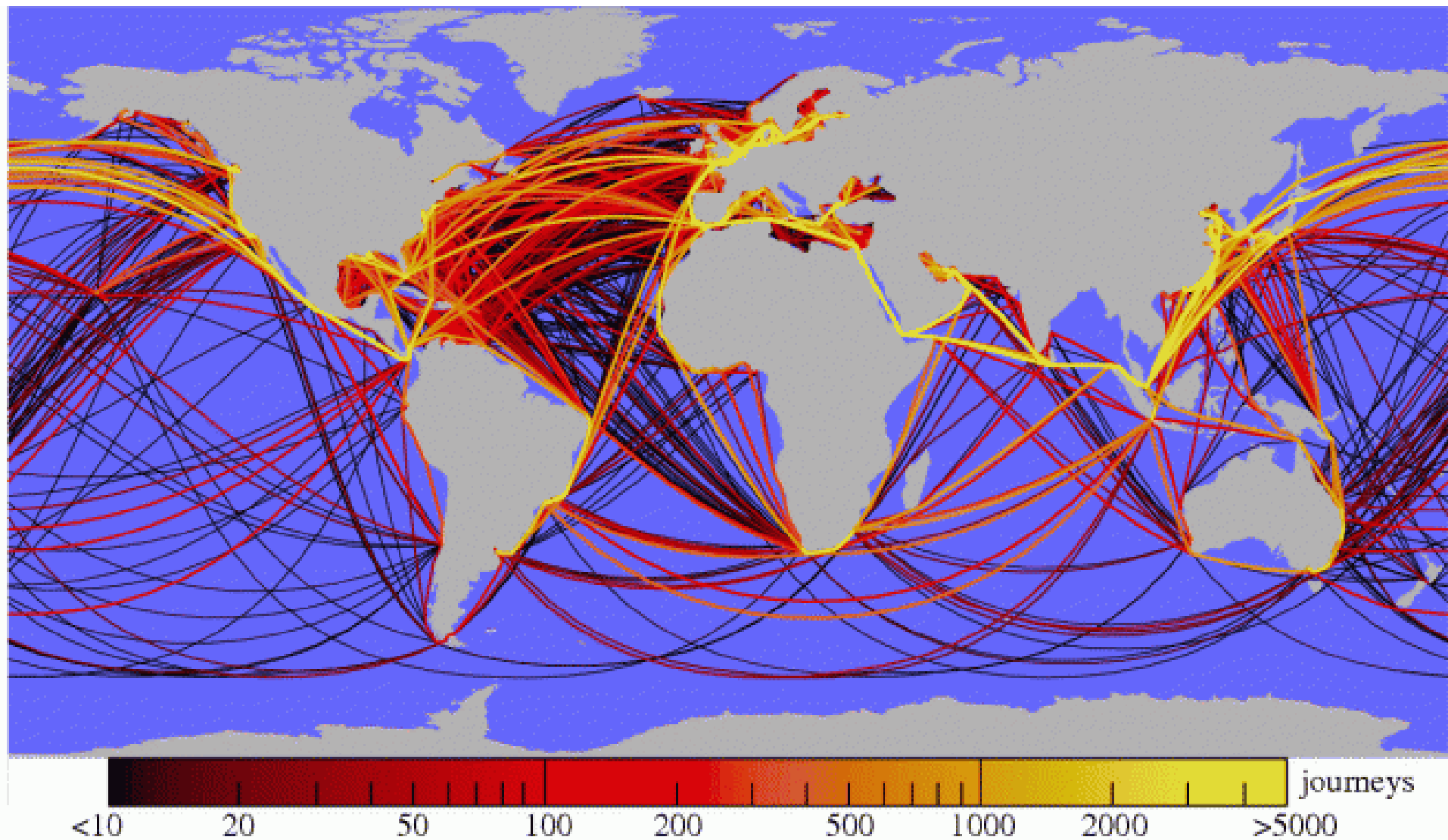


SOURCE: University of Michigan Study "GMO's: Friend or Foe?"



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# Major Shipping Lanes







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# *The Mandate...Confront Irregular Challenges*

"The Navy needs to be about winning the peace."  
- CNO



"...we can not kill or capture our way to victory."  
- SEC Gates



"Our national security is threatened... by fragile states either unwilling or unable to provide for the most basic needs to their people."

- ADM Olson



***...Across the spectrum – Preventive Security to Conflict  
...Where Navy Lives!***



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# ***“Irregular Warfare” – An evolving dialogue...***

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- US Navy’s Vision for Confronting Irregular Challenges... “dissuade, deter, and when necessary, defeat irregular threats” (January 2010)
- QDR 2010 emphasis on preventing and deterring conflict by working with allies and partners....***Building Partner Capacity*** (February 2010)
- IW: ***Countering Irregular Threats*** JOC 2.0 – “Since the original version of the IW JOC was approved in September 2007, the understanding of IW has continued to evolve (pg 3)...counter irregular threats (pg 5)”....***just released*** (17 May 2010)
- Past Confusion because:
  - **“Warfare” implies only violence**; complicates interaction with DoS/USAID/Allies and Coalition Partners
  - **Reactive** instead of preventive
  - Emphasizes **land centric** perspective vice maritime context
  - **Warfare we “do”** vs “security environment” we are in

***It’s About Confronting Irregular “Challenges”...***



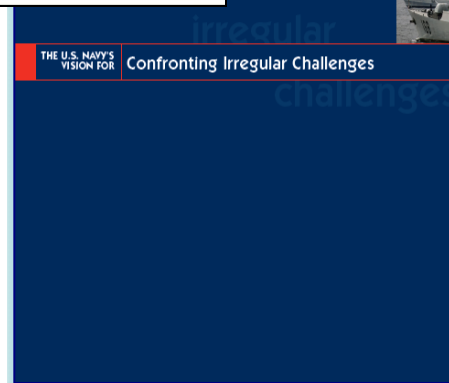
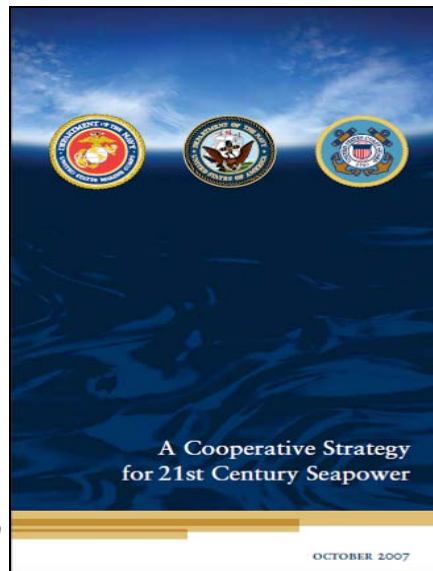


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# U.S. Navy Vision for Confronting Irregular Challenges

## Strategic Imperatives

1. *Limit regional conflict with forward deployed, decisive maritime power*
2. *Deter major power war*
3. *Win our Nation's wars*
4. *Homeland Defense in Depth*
5. *Foster and Sustain Relationships*
6. *Prevent or contain Local Disruptions*



*“The U.S. Navy will **meet irregular challenges** through a flexible, agile and broad array of multi-mission capabilities. We will emphasize **Cooperative Security** as part of a **comprehensive government approach** to mitigate the causes of insecurity and instability. We will operate in and from the maritime domain with **joint and international partners** to enhance regional **security and stability**, and to dissuade, deter, and when necessary, defeat irregular threats.”*

***... a derivative of our Maritime Strategy***



# ***“Operationalizing” the Vision...Our Plan***

**Our Mission:** Facilitate innovative strategy, concept, and capability solutions for confronting irregular challenges. Synchronize Navy efforts to enhance a cooperative government approach to prevent and counter irregular threats. Institutionalize the solutions and efforts into Navy policy, processes, plans, and programs.

## **Lines of Operation**

## **13 Sub-Objectives**

## **Objectives**

## **Endstate**

### **REORIENT** Approaches... Doctrinal, Strategic, Operational

- Defense/Joint strategic & operational guidance applied to Navy Doctrine
- Strategic & operational tenets applied across GPF & SOF
- Irregular Challenge priorities and capabilities integrated into Navy's force development and management process

**Doctrinal,  
strategic, and  
operational  
approaches  
codified**

### **REBALANCE** Investments and Efforts

- Urgent and emerging Irregular Challenges requirements addressed in PPBE process
- Advocates and resource sponsors identified
- Training and educational requirements introduced
- Concepts, processes, and organizations for building partner capacity institutionalized

**Organized, trained,  
and equipped to  
Confront Irregular  
Challenges**

### **REFINE** Operations and Partnerships

- Partner capacity built leveraging multi-mission capabilities, other services, interagency, coalitions and public/private
- Integrated and coordinated with USMC and USCG
- Development of Partner Concepts and CONOPs supported
- Joint and interagency planning process supported
- Capabilities addressed & captured in DoD legal policy
- COCOMs provided with partner capabilities outside Joint core

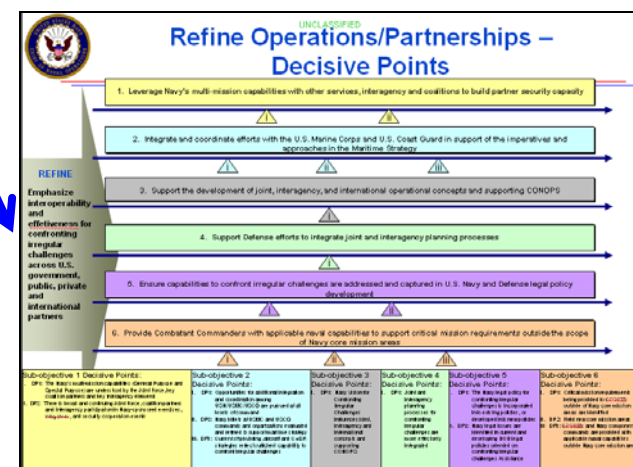
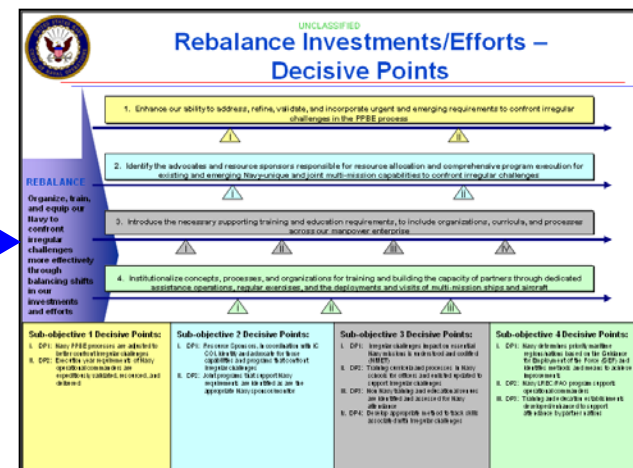
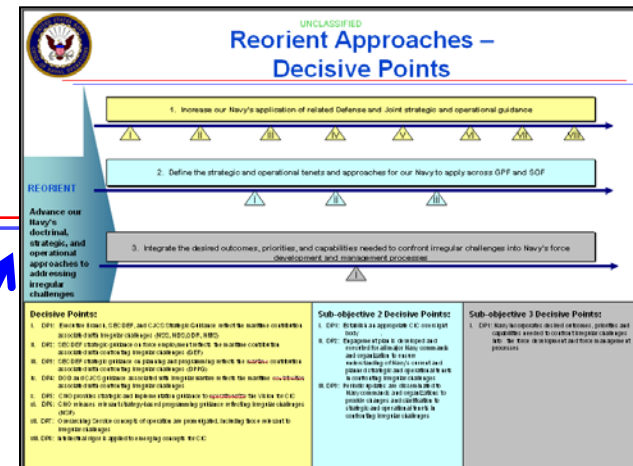
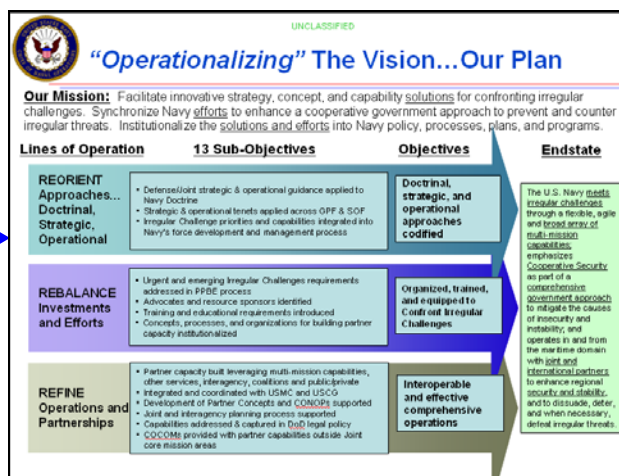
**Interoperable  
and effective  
comprehensive  
operations**

The U.S. Navy is able to meet irregular challenges through a flexible, agile and broad array of multi-mission capabilities. We will emphasize Cooperative Security as part of a comprehensive government approach to mitigate the causes of insecurity and instability. We will operate in and from the maritime domain with joint and international partners to enhance regional security and stability, and to dissuade, deter, and when necessary, defeat irregular threats.



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# Developing the Plan



**Implementing the Vision:**  
**3 Lines of Operation**  
**13 Sub-Objectives**  
**35 Decisive Points**  
**54 Activities with 153 Tasks**



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# Monitoring Progress Across/Down Lines of Operation

## REORIENT Approaches... Doctrinal, Strategic, Operational

3 Sub-Objectives  
0 Complete (0%)

12 Decisive Points  
8 In Progress  
0 Complete  
(67%/0%)

23 Activities  
(with 55 tasks)  
12 In Progress  
2 Complete  
(52%/8%)

## REBALANCE Investments and Efforts

4 Sub-Objectives  
0 Complete (0%)

11 Decisive Points  
11 In Progress  
0 Complete  
(100%/0%)

15 Activities  
(with 51 tasks)  
15 In Progress  
0 Complete  
(100%/0%)

## REFINE Operations and Partnerships

6 Sub-Objectives  
0 Complete (0%)

12 Decisive Points  
6 In Progress  
1 Complete  
(50%/8%)

16 Activities  
(with 47 tasks)  
8 In Progress  
2 Complete  
(50%/12%)

13 Sub-Objectives  
0 Complete (0%)

35 Decisive Points  
25 In Progress  
1 Complete (71%/3%)

54 Activities  
(with 153 tasks)  
35 In Progress  
4 Complete (64%/7%)

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# *Investment Areas of Emphasis*

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- Ships and Aircraft
- Persistent ISR
- Unmanned Systems
- Language Skills, Regional Expertise, and Cultural Awareness (LREC)
- Partnerships / Building Partner Capacity
- Cyber Security
- Maritime Domain Awareness
- Fusion Tools
- Interagency knowledge and understanding

***Continuing to Sharpen the Focus***





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# *Irregular Challenges... Bringing Capabilities into Focus*

- Littoral Combat Ship
  - Significant lessons learned from 2-yr. acceleration in deployment
- Fire Scout UAV
- Value of multi-mission platforms
  - USS Vinson, Higgins, Bainbridge
- Africa Partnership Station
  - USS Carter Hall equipment loadout
- Super Ferries support to Haiti
  - Will help drive requirements for JHSV





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## Other Contributions...

- Enhancing Flexibility
  - **USS BAINBRIDGE** – Counter piracy, SOF integration
  - **USNS COMFORT/MERCY** – forging trust
  - **Global Partnership Stations** – building regional security capacity challenges...AFRICA, PACIFIC RIM, CARIBBEAN/LATIN AMERICA
- Investing in Navy Personnel
  - **Navy Language, Regional, and Cultural Experts**
    - Enables facility with languages
    - Expertise in regional affairs
    - Broad awareness of foreign cultures
- Investing in Foreign Partners
  - Building relationships that promote U.S. interests
  - Building allied and partner capacities
  - Promoting peacetime & contingency access for U.S. forces
  - Promoting relevant information sharing



***Leveraging the General Purpose Force to Confront Irregular Challenges***



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# ***DoD Focus: Institutionalizing Capabilities to Confront Irregular Challenges***

- **OSD General Direction....**
  - **Expand Security Force Assistance**
  - **Interest in GPF & SOF integration**
  - **Demand for Unmanned Systems & ISR**
- **FY10/PR11 Navy investments led change... LCS, DDG, MDA, NECC, but... appetite for more!**
- **Opportunity for Navy**
  - **Scope Security Force Assistance**
  - **SOF Support and integration**
  - **Innovative Capabilities for Littorals**
  - **LREC & FAO Programs**
  - **Maritime ISR & Maritime Domain Awareness**

**Sea Based UAS**



**USCG Integration**



**Security Force Assistance**



**Riverine**



**Rotary Wing Support**



**Littoral Capacity**



***Navy On Track...Pursuing Balance through Inherent Strengths***



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# Projects / Studies / TTX

## ■ Tactical PED and Fusion of INTEL

- Providing forward deployed tactical Processing Exploitation and Dissemination (PED) through fusion of various intelligence sources to support the Task Force completing its find, fix, and finish mission

## ■ Unmanned Aerial System (UAS)

- Advocating for the ability to support operators in theater through integrating Intelligence, Surveillance, and Reconnaissance (ISR) onto various maritime based UAS.

## ■ Unmanned Surface Vehicles (USV)

- Field a persistent clandestine collection vehicle that is capable of hosting a variety of sensors which support requirements ranging from ISR collection to Maritime Domain Awareness (MDA) initiatives.

## ■ Surface Ship IO Optimization (SSIO)

- Optimizes Ships Signal Exploitation Space (SSES) operations by coordinating additional equipment and signal specific training, Radio Frequency signal path verification, and Task Force indoctrination.

## ■ NWC Underlying Conditions Table Top Exercise

- Examine possible future roles of maritime forces in mitigating and responding to severe security and humanitarian crises in the littorals (27-29 Jul).







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## ***Observations: A Growth Marketplace***

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- Navy relevance is growing exponentially: heavily engaged in fragile maritime neighborhoods
- Maritime networks matter – global implications
- Understanding the “underlying conditions” is critical to future security environments
- Emphasis on multi-mission capabilities & forces
- Sec Gates article...shift in military thinking ...emphasis on preventive security





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## *Looming Questions*

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- Is economic crisis impacting partner navies?
  - UK, France, Japan, Germany, Italy, others
  
- Impact of growing US defense budget pressure?
  - effect on priorities, missions, strategies?
  
- Who becomes Navy's new global partners?
  - Brazil, India...China?
  
- Is Building Partner Capacity/Security an Increasing Priority?
  - How to sustain for the long term?



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## *Wrap Up*

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- Navy is leading change
  - Momentum is building
- Vision firmly rooted in CS-21, NOC, QDR and NSS
  - “in sync” with rest of government
- We must have a Wider Strategic Lens
- “Operationalizing” the IC Vision, rebalancing investments, committed leadership

***“It’s time for creative thinking and new processes...it is time to act” CNO Roughead***



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# Questions



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# ***NWC-NIWO Table Top Game 27-29 July***

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- Purpose: To examine possible future roles of maritime forces in mitigating and responding to severe security and humanitarian crises in the littorals.
  - Inform senior leadership of DOTMLPF implications for Navy programs and force structure
  - Establish context for future MDA, Global and ISS events at NWC
- Scenario and structure:
  - Two scenarios based on Dr. Mike Vlahos “Ashen Truth” presentation
    - West Africa 2017
    - South Asia 2030
  - Two Blue Cells with Navy planners, each led by a FO
    - One team focused on Navy/Marine Corps ops
    - One team focused on Comprehensive Government / Coalition ops
  - White cell with functional SMEs
  - Green cell with regional SMEs



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# Context



**Sched: 19-23 Jul 10**  
- 12 Countries  
- Policy/Legal/ Info  
Sharing Issues on  
MDA

**MDA  
Operational  
Game**

**Irregular  
Challenges  
Game**

**Sched: 27-30 Jul 10**  
- Joint/Civilian/VA  
- US Only  
- Maritime Challenges/  
Underlying Conditions



**Global Maritime  
Partnership Game**

**Sched: 4-8 Oct 10**  
- 70+ Countries  
- Global Game on  
Building Partnerships  
in Multiple Regions

**MDA  
Technical  
Game**

**Proposed: Spring 11**  
- Multiple Countries  
- Technological  
Game on MDA

**Global  
Challenges  
Game**

**Proposed: Spring 11**  
- International Game  
- Partner Capability  
and Capacity on  
Maritime Challenges

**International  
Seapower Symposium**

**Sched: Oct 11**  
- 100+ Countries  
- Two Panels to Brief on Results of  
MDA and Global Challenges Games





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# Back-ups



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# *Implementing the Vision*

## Lines of Effort

## Lines of Pursuit

**Implementing  
the CIC Vision**

Near-term Outcome

**Implementation  
Roadmap**

**Strategic Communication**

**Flag Level Leadership/Ownership**

**DOTMLPF Enhancements**

**Integrate CIC w/USMC & USCG**

**Coordinate w/Joint/IA/Int'l Partners**

## Implementation Roadmap Approach:

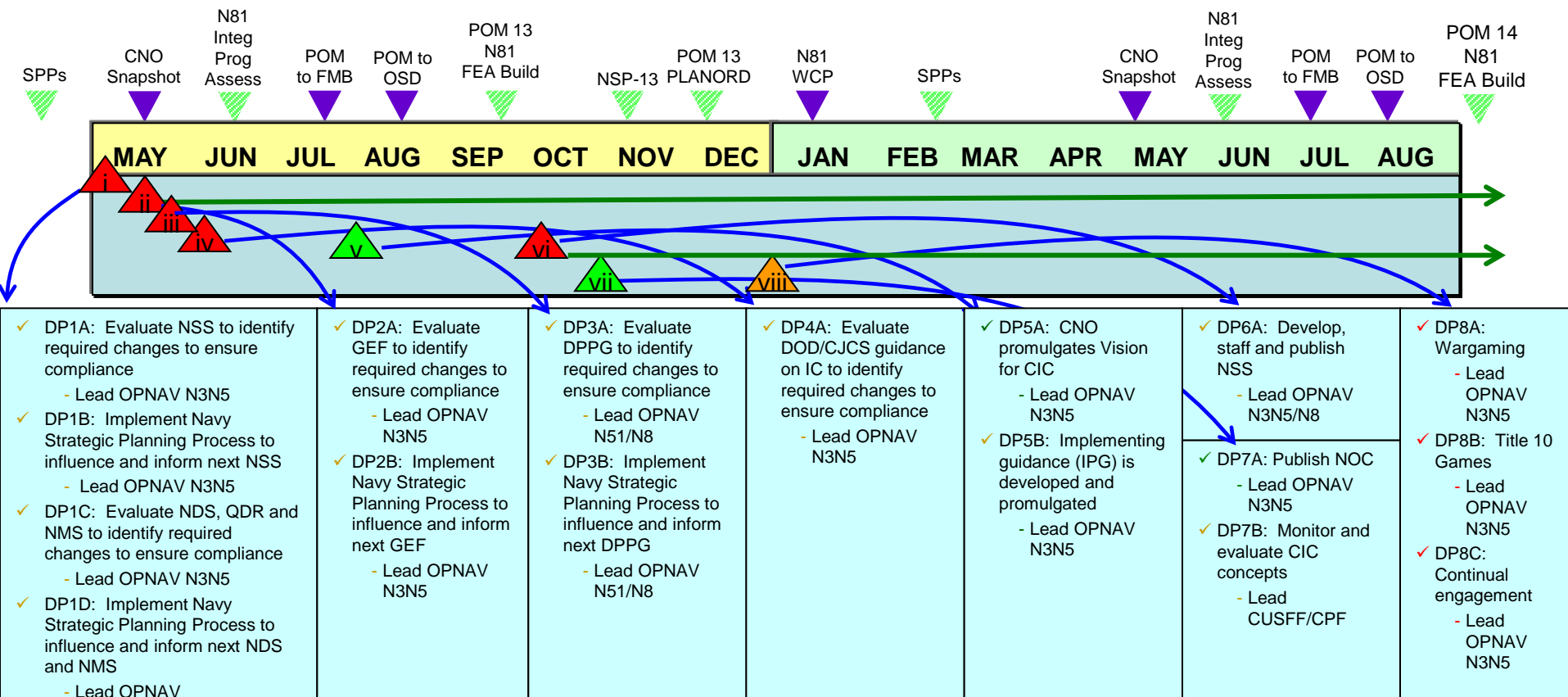
- Align efforts to Vision Implementing Objectives
- Conduct Navy-wide call for current efforts & planned initiatives
- Assess efforts against Vision outcomes and effects, identify important gaps
- Develop new implementation tasking, assign responsibility
- Capture relevant efforts, initiatives and new tasking into roadmap



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★ Increase our Navy's application of related Defense and Joint strategic and operational guidance

## Detailed Activities



### Decisive Points:

- DP1:** Executive Branch, SECDEF, and CJCS Strategic Guidance reflect the maritime contribution associated with irregular challenges (NSS, NDS, QDR, NMS)
- DP2:** SECDEF strategic guidance on force employment reflects the maritime contribution associated with confronting irregular challenges (GEF)
- DP3:** SECDEF strategic guidance on planning and programming reflects the maritime contribution associated with confronting irregular challenges (DPPG)
- DP4:** DOD and CJCS guidance associated with irregular warfare reflects the maritime contribution associated with confronting irregular challenges
- DP5:** CNO provides strategic and implementation guidance to operationalize the Vision for CIC
- DP6:** CNO releases relevant strategy-based programming guidance reflecting irregular challenges (NSP)
- DP7:** Overarching Service concepts of operation are promulgated, including those relevant to irregular challenges
- DP8:** Intellectual rigor is applied to emerging concepts for CIC

- ✓ **Complete**
- ✓ **In Progress**
- ✓ **Not Started**



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# *Efforts in Progress*

## *Doctrine*

### *OPNAV*

Seabasing CBA  
MARSEC study  
MPS Study  
Strat/Policy Inputs (Vision, NOC, NSS, NSP)  
CNA GPF-SOF Study  
Navy Campaign Support Plans  
Country Action Plans  
Regional Action Plans  
Naval At Sea Policy  
Maritime Nation Bidding Matrix  
Global TSCMIS  
BPC Campaign Plan  
IC Gap Analysis  
Re-establishing SSTRO Model  
Rotary Wing Support Study  
SFA/CAPE Study  
Strategic Communications Study

### *CFFC*

IC Instruction  
P4 Implementation Message

### *Fleets*

CNA GPF-SOF Study  
SAVE Instruction Update/Release  
NATO Cooperation in MDA  
Counter Piracy Doctrine

### *NWC/NWDC/CNA*

Naval War College CIC Table Top  
CIC Operational Concept  
Commander's Handbook for CIC  
CIC Scenario Based Exercise  
SAC-T/USN Talks  
CIWAG Conference  
Global Partnership Game  
MDA Games  
International Symposium



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# Efforts in Progress

## Organization

### OPNAV

Liaison with WARCOM

LCS IC Working Group

LCS CND and LEDET Deployment Capability

POM12/POM13 coordination to represent IC requirements

### CFFC

NIWO/JIWC Coordination

### Fleets

Task Force C2 Node

TSC/SFA Monthly Synchronization Meeting

MOC Development

CT Fusion Cell

NECC integration with NSW Unit 3

CTF 150/151/152

Regional Engagement Teams

Africa Partnership Initiative

Maritime Partnership Program

### NCIS/NECC/NSW

CT and CI capability

Counter Piracy

Vulnerability Assessments

Pre-deployment site surveys

Global Fleet Station

Reinvigorating N5

## Training

### OPNAV

Post Deployment IC Briefs on returning SSNs

LCS SFA Training Module

USN/USCG Warfighter Talks

USN/USMC Warfighter Talks

### Fleets

AGILE QUEST

MESF for Host Nation Training

### SUBLANT

Formalized Long Haul Deployment Training

TRIDENT REACH/OCEAN LOOK

TURBULENT SAIL





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# Efforts in Progress

## Material

### OPNAV

NIFT/SHARC/SURFR/RTRG/SSIO  
LCS HA/HS, Trauma and Medical Modules  
LCS IC Working Group  
SSGN Battle Management Space  
  
Front End Analysis  
Seabasing CBA  
MARSEC Study  
MPS Study  
IC Gap Analysis  
Rotary Wing Support Study  
SFA/CAPE Study  
  
CNA IC capabilities study to assign to POR

### Fleets

AGILE QUEST  
TRIDNET REACH? OCEAN LOOK  
TURBULENT SAIL

### SUBLANT

SOF Specific LANs  
TRIDENT REACH/OCEAN LOOK  
TURBULENT SAIL

## Leadership

### OPNAV

LREC Strategy promulgated  
Heritage Language Improvement Program  
COIN Pre-deployment Training Initiative

## Personnel

### OPNAV

Language Proficiency Incentive Program  
FAO billet scrub  
Joint Skills FAO Sustainment Program  
LREC Strategy promulgated  
Heritage Language Improvement Program  
Career Linguist Instruction

### NCIS/NECC/NSW

NCIS FAO program  
NECC AQD development  
SOLO