

# NDIA

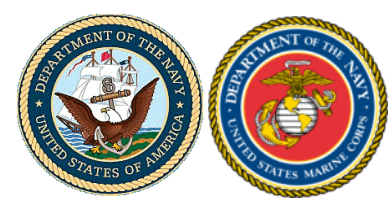
# Expeditionary Warfare Conference

31 Oct 2013



Mr. Tom Dee  
DASN ELM  
703-614-4794  
Pentagon 4C746

Unclassified



# Agenda



- Expeditionary context
- Current environment
- Way Ahead



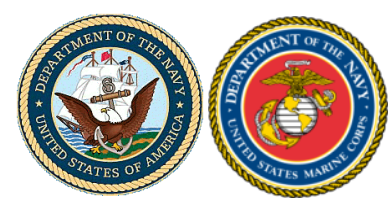
AAV



Cobra Gold 2012



EOD



# ELM Portfolio



- **U.S. Marine Corps ground programs:**
  - Amphibious Assault Vehicles
  - Tanks
  - Tactical-wheeled combat and support vehicles
  - Personal Protective Equipment (PPE)
  - Ground-based radars and command and control
  - Artillery, weapons and ammunition
- **Navy Expeditionary Programs**
  - Explosive Ordnance Disposal
  - Counter-IED / CREW
  - Ground Robotics
  - Biometrics
  - Marine mammals
  - Tactical Vehicles
  - Non-lethal Weapons
- **Acquisition Logistics Management**
- **Rapid Acquisition Processes**



AAV



CREW

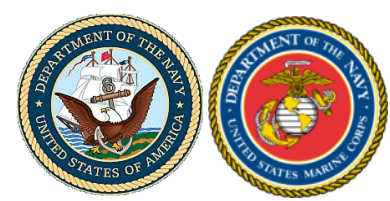


MK 18 UUV



IUID

**Facilitate Successful Acquisition Outcomes**



# Expeditionary Warfare



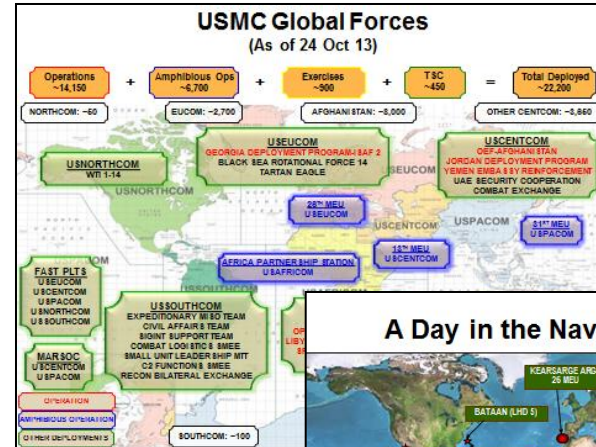
- “Forward deployed and forward engaged”
- “Alert and ready...
  - respond to today’s crisis, with today’s force...TODAY”
- “Responsive and scalable”
- “Capable of operating independent of local infrastructure”
- “Operate throughout the spectrum of threats”

Commandant’s Planning Guidance 2010

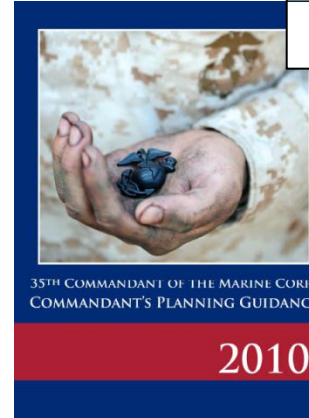
- “Warfighting First”
- “Operate Forward”
- “Be Ready”

CNO Sailing Directions

**Agile, Ready, and Capable**



Half the Fleet Underway



**CNO's Sailing Directions**

**MISSION** Our core responsibilities

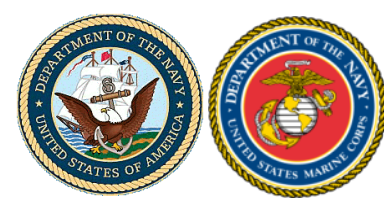
- Deter aggression and, if necessary, fight, with our Nation's warships.
- Ensure the global attack and persistent presence of forward-deployed and rotational forces to secure the Nation from direct attack, ensure land expeditionary access and sustain global theater-of-operations with global partners, protect the maritime freedom that is the basis for global prosperity, foster and sustain cooperative relationships with an expanding set of allies and international partners to enhance global security.

**PRIORITIES** The enduring responsibilities of each CNO

- Remain ready to meet current challenges, today
- Build a robust and capable future force
- Enable and support our Sailors, Navy Officers and their Families

**VISION** Navy's contribution and characteristics over the next 10-15 years

- The U.S. Navy will remain critical to our national security and our economic prosperity.
- The Navy will continue to be at the front line of our nation's efforts in war and peace with a proud heritage of success in battle on, above, and below the sea.
- The Navy will continue protecting the interconnected systems of trade, information, and security that underpin American prosperity.



# Current and Future Environment



***The future will not be like today. As we look ahead, we see a world of increasing instability and conflict... Failed states or those that can not adequately govern their territory can become safe havens for terrorist, insurgent and criminal groups that threaten the U.S. and our allies... (former) Secretary of Defense Robert Gates described this resulting hybrid warfare as the “lethality of state conflict with the fanatical and protracted fervor of irregular warfare, where Microsoft coexists with machetes, and stealth is met by suicide bombers.” This is the world in which we will live....this is where we will operate!***

Commandant’s Planning Guidance 2010



***“Potential adversaries... compensate for U.S. conventional military superiority by developing asymmetric approaches and capabilities.”***

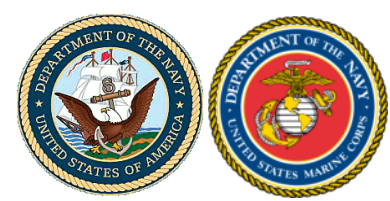
SECDEF Transformation Planning Guidance, Apr 2003

***“DOD is now operating on a short-term continuing resolution which limits our ability to start new programs, and the damaging cuts of sequestration remain the law of the land...”***

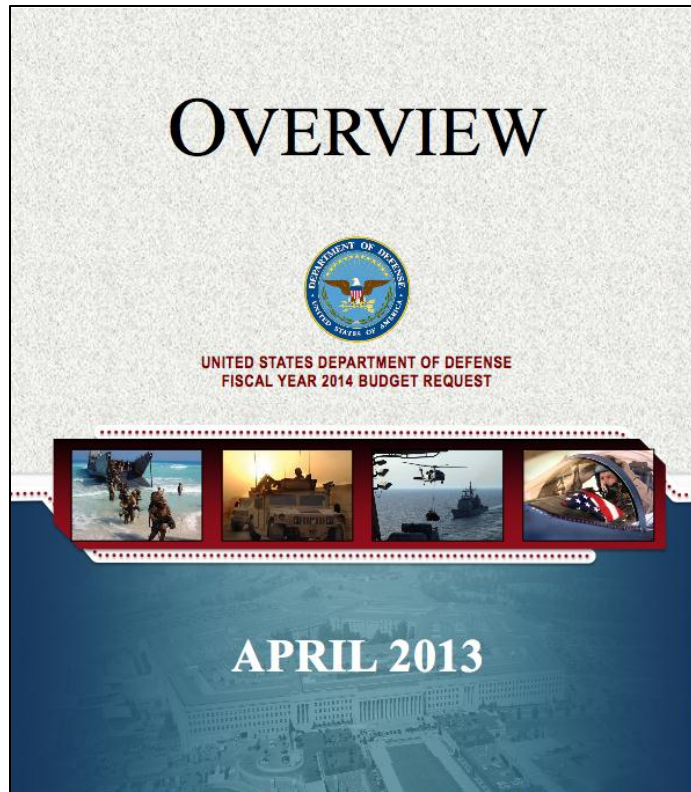
***If this fiscal uncertainty continues, it will have an impact on our economy, our national security, and America's standing in the world.***

Secretary Chuck Hagel, Pentagon press briefing, 17 Oct 2013





# FY14 DoD Budget Request

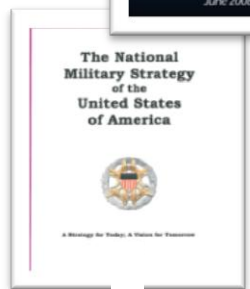


*“For much of the past decade, DoD has focused on fighting terrorism and countering violent insurgencies, and we will continue to do so as long as these threats exist. But the world has changed. The Department’s strategy developed in this budget creates a smaller, lighter, more agile, flexible joint force to conduct a full range of military activities that are necessary to defend U.S. national interests.”*

*Going forward, we will also remember the lessons of history and avoid repeating the mistakes of the past when our military was left ill-prepared for the future. As we end today’s wars and reshape our Armed Forces, we will ensure our military is **agile, flexible, and and ready for the full range of contingencies...***

President Barack Obama, 3 Jan 2012

# Aligning to Strategic Guidance



Tenets  
**Warfighting First**  
**Operate Forward**  
**Be Ready**



Five Pillars  
**High Quality People**  
**Unit Readiness**  
**Capability to meet strategic guidance**  
**Infrastructure Sustainment**  
**Equipment Modernization**

## Department of the Navy Priorities

**People**  
**Platforms**  
**Power**  
**Partnerships**

**10 Primary Missions**  
**Rebalance to Asia-Pacific Region**  
**Joint Force of 2020**

**Unclassified**

Sustain global presence emphasizing Asia-Pacific and Middle East

Protect new capabilities and investments to respond to the changing nature of warfare

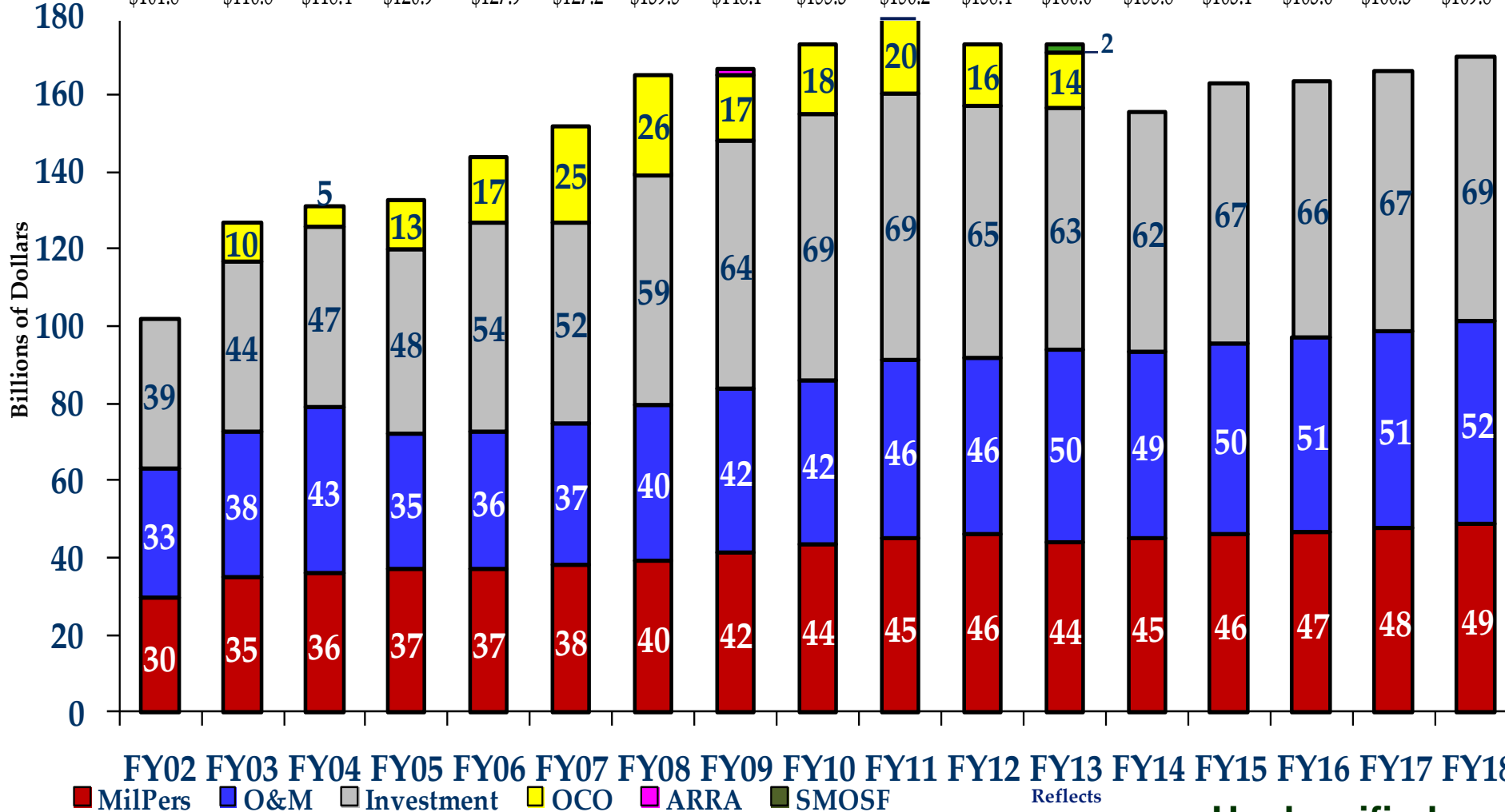
Align size and composition of forces to be capable of a range of missions and activities

Ensure reversibility to maintain ability to surge, regenerate and mobilize to counter any threat

# Department of the Navy Topline FY 2002-2018

DoN PB14 Budget brief 10 Apr 2013

	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>
Total Funding (TY)	\$101.8	\$126.4	\$123.5	\$133.6	\$144.7	\$151.7	\$165.2	\$166.5	\$173.2	\$176.8	\$174.7	\$174.1					
Baseline Funding (TY)	\$101.8	\$116.8	\$118.4	\$120.9	\$127.9	\$127.2	\$139.5	\$148.1	\$155.3	\$156.2	\$158.4	\$160.0	\$155.8	\$163.1	\$163.6	\$166.3	\$169.8



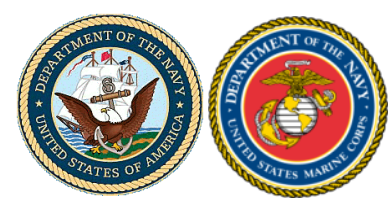
FY02 FY03 FY04 FY05 FY06 FY07 FY08 FY09 FY10 FY11 FY12 FY13 FY14 FY15 FY16 FY17 FY18

MilPers O&M Investment OCO ARRA SMOSF

Reflects  
P.L. 113-6

Unclassified





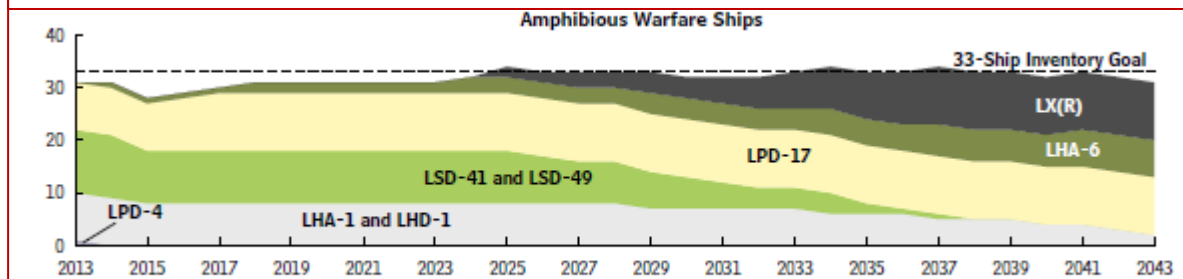
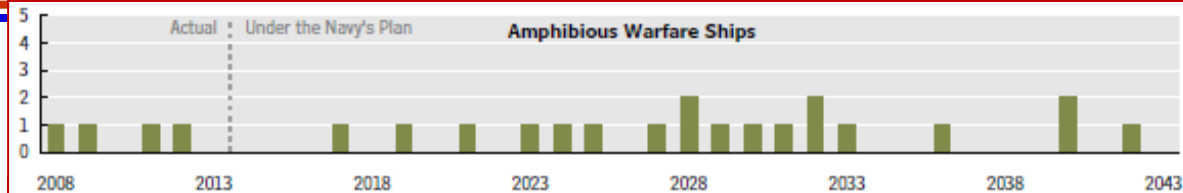
# Amphibious Shipbuilding



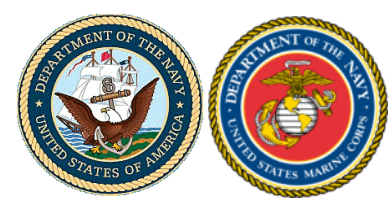
PCU SOMERSET (LPD 25) delivered to Navy last week



PCU AMERICA (LHA 6) launched November 2012



	FY13	P.L. 113-6	FY14	FY15	FY16	FY17	FY18	FYDP
CVN-21	1		0	0	0	0	1	1
SSN-774	2		2	2	2	2	2	10
DDG 51	2	3	1	2	2	2	2	9
LCS	4		4	4	2	2	2	14
LHA(R)	0		0	0	0	1	0	1
T-ATF *	0		0	0	0	2	1	3
JHSV	1		0	0	0	0	0	0
MLP/AFSB	0		1	0	0	0	0	1
T-AO(X) *	0		0	0	1	0	1	2
<b>New Construction Total QTY</b>	<b>10</b>	<b>11</b>	<b>8</b>	<b>8</b>	<b>7</b>	<b>9</b>	<b>9</b>	<b>41</b>
<b>New Construction Total (\$B)</b>	<b>\$10.9</b>	<b>\$13.0</b>	<b>\$10.9</b>	<b>\$14.0</b>	<b>\$12.9</b>	<b>\$15.3</b>	<b>\$17.4</b>	<b>\$70.5</b>
LCAC SLEP	2	4	4	4	4	4	4	20
Ship-to-Shore Connector	1		0	1	4	5	7	17
Moored Training Ships	0		0	1	0	1	0	2
CVN RCOH	0		0	0	1	0	0	1
<b>Total Shipbuilding QTY</b>	<b>13</b>	<b>16</b>	<b>12</b>	<b>14</b>	<b>16</b>	<b>19</b>	<b>20</b>	<b>81</b>
<b>Total Shipbuilding (\$B)</b>	<b>\$13.8</b>	<b>\$15.9</b>	<b>\$14.3</b>	<b>\$16.5</b>	<b>\$15.9</b>	<b>\$18.9</b>	<b>\$19.0</b>	<b>\$84.7</b>



# Marine Corps Procurement



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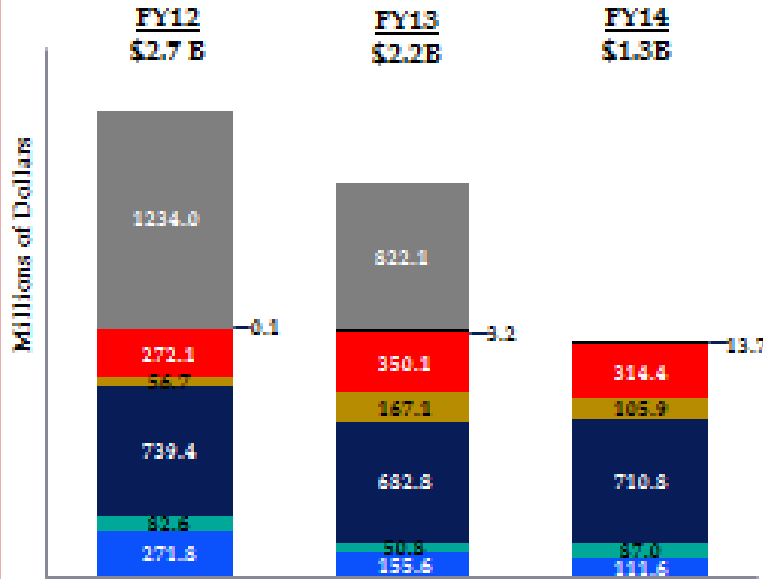
## Marine Corps Procurement



G/ATOR



AAV PIP



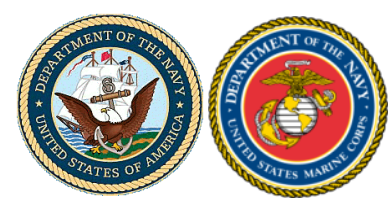
- FY13 CR Base Adjustment
- OCO
- Spare and Repair Parts
- Engineer and Other Equipment
- Support Vehicles
- Communications and Electronics Equipment
- Guided Missiles and Equipment

(\$B)	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FYDF
Base	1.4	1.4	1.4	1.3	1.3	1.7	1.7	2.2	10.3
OCO	1.3	1.2	0.8	0	0	0	0	0	3.5
<b>Total</b>	<b>3.2</b>	<b>2.7</b>	<b>2.2</b>	<b>1.3</b>	<b>1.3</b>	<b>1.7</b>	<b>1.7</b>	<b>2.2</b>	<b>14.8</b>

Major Systems (\$M)	FY12	FY13	FY14
<b>Weapons and Combat Vehicles</b>			
AAV PIP	9.9	16.1	32.4
Mod Kits (Armor/Weapons)	52.2	45	38.4
Weapons and Combat vehicles Under \$5M	42.2	17.7	20.3
<b>Guided Missiles &amp; Equipment</b>			
Ground Base Air Defense (GBAD)	12.3	11	15.7
AAWS-Medium	2.5	29.2	36.2
Mod Kits (Missiles)	63.3	41.6	33.9
<b>Communications &amp; Electrical Equipment</b>			
Combat Support System	25.5	25.8	2.9
Common Computer Resources	235.8	226.5	121.9
Command Post Systems	116.3	35.2	83.3
Radio Systems	216.4	125.5	74.7
Radar Systems (G/ATOR)	66.7	136.1	114.1
Intelligence Support Equipment	111.4	42.7	75.9
<b>Support Vehicles</b>			
Commercial Cargo Vehicles	14.3	13.9	31.1
HMMMWV	0	8	26.3
Family of tactical Trailers	46.7	55.8	27.4
<b>Engineer &amp; Other Equipment</b>			
Tactical Fuel Systems	22.1	70.4	21.5
Power Equipment Assorted	134.5	76.5	61.4
Material Handling Equipment	79.6	39.8	48.5
EOD Systems	220.2	436.3	40.0

Numbers may not add due to rounding

Unclassified



# Development



JLTV

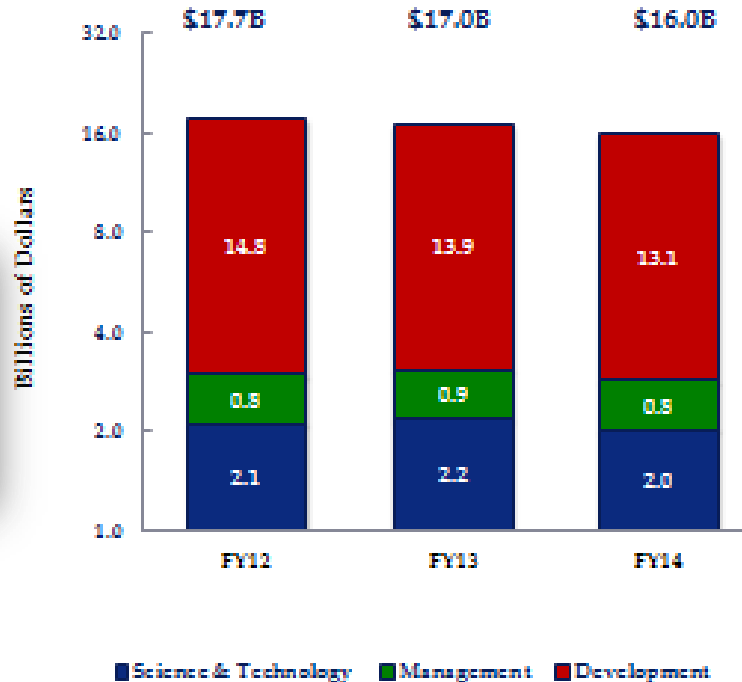


ACV

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31 Oct 2013

DoN PB14 Budget brief 10 Apr 2013

## R&D Investment



Numbers may not add due to rounding

Major Systems (SND)	FY12	FY13	FY14
<b>Aviation</b>			
Joint Strike Fighter (F-35)	1,250	1,439	1,047
CH-53K	606	606	503
Next Generation Jammer	161	167	258
MMA (F-8A)	595	436	317
<b>Shipbuilding</b>			
Ohio Replacement Program	761	488	1,084
LCS	297	429	204
DDG-1000	250	125	188
CVN 21	144	173	148
Virginia Class SSN	109	90	122
<b>Unmanned</b>			
Triton RQ-4 UAV (BAMS)	549	657	375
UCLASS	71	102	147
NUCAS - D	202	142	21
<b>Other</b>			
Defense Research Science	446	492	494
AMDR	149	233	240
MC Comms Systems	211	210	179
Amphibious Combat Vehicle	37	83	137
Surface Electronic Warfare Improvement Program	153	114	132
Surface Ship Torpedo Defense	122	93	89
G/ATOR	102	75	78
Sat Com (Space)	259	188	66
Joint Light Tactical Vehicle	45	39	50
Marine Personnel Carrier	19	36	21
JTRS	601	267	3

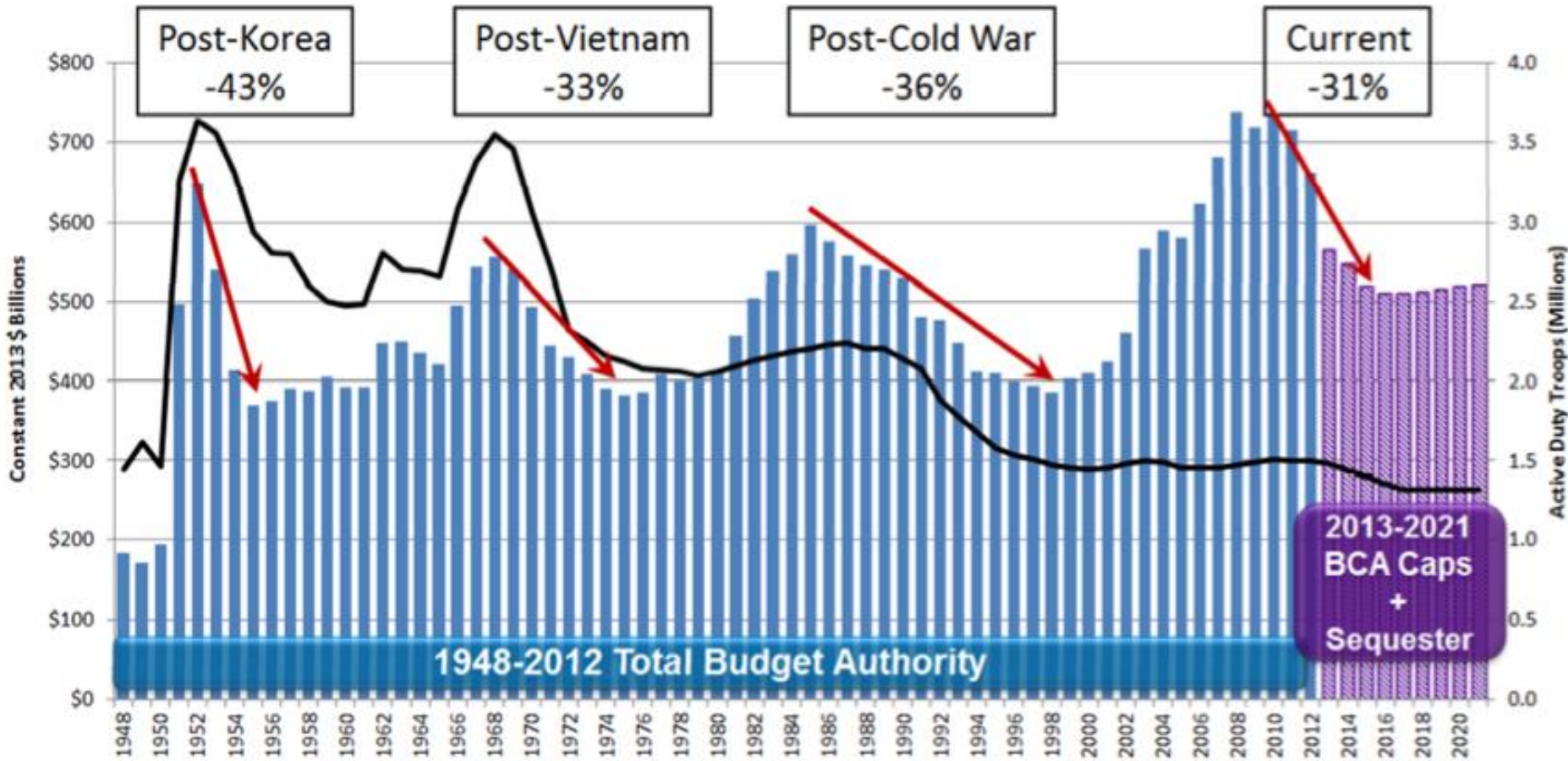
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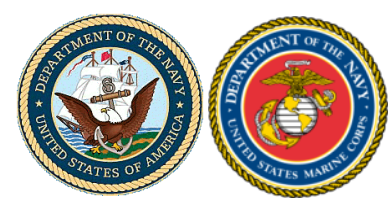
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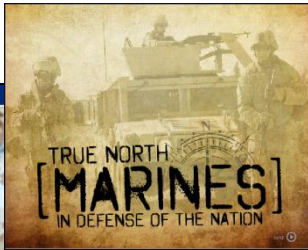
# The Back-Story



**Balancing capacity, capability and readiness in an austere budget environment**



# Balancing capacity, capability and readiness



COMMANDANT OF THE MARINE CORPS  
MANDANT'S PLANNING GUIDANCE

2010

**This year's baseline budget submission of \$24.2 billion was framed by our following Service level priorities:**

1. **Continue to provide the best trained and equipped Marine units to Afghanistan.**
  2. **Protect the readiness of our forward deployed rotational forces.**
  3. **Reset and reconstitute our operating**
  4. **as much as is humanly possible, modernize our force**
- **And lastly...we will keep faith with our Marines, Sailors and our families.**

CMC Statement to HASC 16 April 2013

NDIA EXW Conference  
31 Oct 2013



**CNO's Navigation Plan 2014-2018**

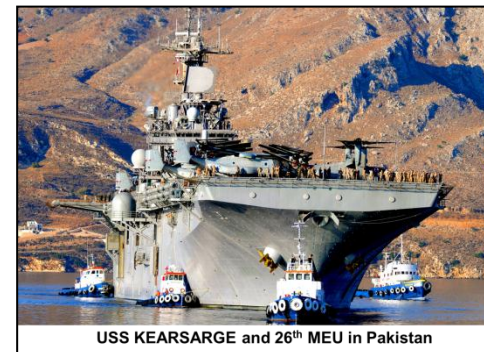
**CNO's Sailing Directions**

**WARFIGHTING FIRST**

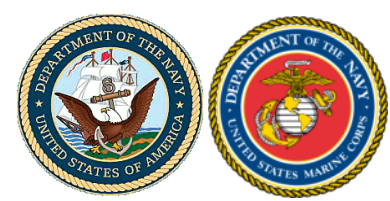
**We will continue to view each of our choices through the lens of the three tenets I established when I took office as CNO:**

1. **Warfighting First,**
2. **Operate Forward, and**
3. **Be Ready.**

CNO Statement to HASC 18 Sep 2013



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# The Challenge



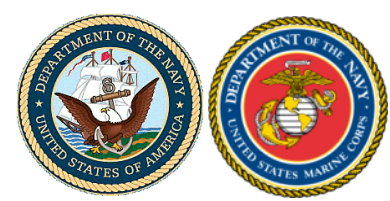
***We need to continually move forward with designing an acquisition system that responds more efficiently, effectively and quickly to the needs of troops and commanders in the field. One that rewards cost-effectiveness and efficiency, so that our programs do not continue to take longer, cost more, and deliver less than initially planned and promised.***



**SECDEF Chuck Hagel, NDU, 3 Apr 2013**



**Our Expeditionary programs must not only be capable and reliable, but affordable**



# ASN RDA Imperatives



- **Get the Requirements Right**
- **Make Every Dollar Count**
- **Perform to Plan**
- **Mind a Healthy Industrial base**
- **Rebuild our Acquisition Workforce**



Honorable Sean Stackley  
ASN RDA

***We have equipped the Navy and Marine Corps with the most capable warfare systems in the world... The issue is affordability – acquisition costs are rising faster than our topline. Simply put, without deliberate, sustained action to reverse this trend, we put the future at risk.***

Hon Sean Stackley, Nov 2009



# Better Buying Power 2.0

## A Guide to Help You Think



### Achieve Affordable Programs

- Mandate affordability as a requirement
- Institute a system of investment planning to derive affordability caps
- Enforce affordability caps

### Control Costs Throughout the Product Lifecycle

- Implement "should cost" based management
- Eliminate redundancy within warfighter portfolios
- Institute a system to measure the cost performance of programs and institutions and to assess the effectiveness of acquisition policies
- Build stronger partnerships with the requirements community to control costs
- Increase the incorporation of defense exportability features in initial designs

### Incentivize Productivity & Innovation in Industry and Government

- Align profitability more tightly with Department goals
- Employ appropriate contract types
- Increase use of Fixed Price Incentive contracts in Low Rate Initial Production
- Better define value in "best value" competitions
- Only use LPTA when able to clearly define Technical Acceptability
- Institute a superior supplier incentive program
- Increase effective use of Performance-Based Logistics
- Reduce backlog of DCAA Audits without compromising effectiveness
- Expand programs to leverage industry's IR&D

### Eliminate Unproductive Processes and Bureaucracy

- Reduce frequency of higher headquarters level reviews
- Re-emphasize AE, PEO and PM responsibility, authority, and accountability
- Reduce cycle times while ensuring sound investment decisions

### Promote Effective Competition

- Emphasize competition strategies and creating and maintaining competitive environments
- Enforce open system architectures and effectively manage technical data rights
- Increase small business roles and opportunities
- Use the Technology Development phase for true risk reduction

### Improve Tradecraft in Acquisition of Services

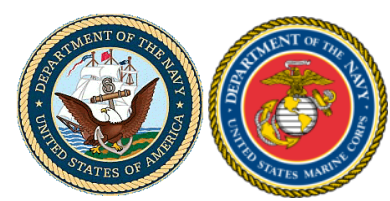
- Assign senior managers for acquisition of services
- Adopt uniform services market segmentation
- Improve requirements definition/prevent requirements creep
- Increase small business participation, including through more effective use of market research
- Strengthen contract management outside the normal acquisition chain – installations, etc.
- Expand use of requirements review boards and tripwires

### Improve the Professionalism of the Total Acquisition Workforce

- Establish higher standards for key leadership positions
- Establish stronger professional qualification requirements for all acquisition specialties
- Increase the recognition of excellence in acquisition management
- Continue to increase the cost consciousness of the acquisition workforce – change the culture

For additional information: <http://bbp.dau.mil>





# Summary



- **We will maintain our Expeditionary Agility**
  - Retain Lessons Learned
  - “Rebalance” while adapting to budget pressures
- **Solutions must be affordable**
  - Joint service, multi-community, industry collaboration on requirements, technology and programs
- **Industry a full partner**



***“We understand that this is a time of unsettling change for our military... however, we will use this situation as an opportunity to shape the future naval force to sustain its relevance and affordability. Like today, our future force will be where it matters, when it matters, by maintaining a robust forward presence and appropriate readiness.”***

**Admiral J. Greenert, USN  
General J. Amos, USMC  
Proceedings Magazine, Jun 2013**

# Discussion...

